



Kitsap 911 Board of Directors Meeting on March 03, 2026

Via Virtual Meeting and Norm Dicks Government Building

ATTENDING:

Board of Directors:

Jennifer Chamberlin, City of Bremerton
David Ellingson, Fire Commissioner (Chair & Executive Director Hiring Committee)
John Gese, Kitsap County Sheriff's Office
Clarence Moriwaki, City of Bainbridge Island (Executive Director Hiring Committee)
Bob Muhleman, Fire Commissioner
Gerald Preuss, Fire Commissioner
Rob Putaansuu, City of Port Orchard
Jane Rebelowski, City of Bremerton
Christine Rolfes, Kitsap County Commissioner
Oran Root, Kitsap County Commissioner (Executive Director Hiring Committee)
Ed Stern, City of Poulsbo Mayor
Katie Walters, Kitsap County Commissioner
Greg Wheeler, City of Bremerton Mayor (Vice Chair & Executive Director Hiring Committee)

Staff:

Maria Jameson-Owens, Executive Director Brandon Wecker, Deputy Director
Rachael Taylor, Human Resources Manager
Steve Rogers, Finance Manager
John Higashi, Technical Services Manager
Scott Peabody, Radio Program Manager
Barrie Hillman, Executive Assistant

Absent:

None

Guests:

Chief Joe Clark, Bainbridge Island Police Department
Chief Rick LaGrandeur, North Kitsap Fire & Rescue
Alex Sheeks, Cabot Dow & Associates
Ken Bagwell
Bryce Odin
Alex Boeddeker

Call to Order: Chair David Ellingson called the meeting to order at 1230.

Additions:

None.

Public Comment:

None.

Consent Agenda

Chair Ellingson introduced the consent agenda items.

Director Ed Stern moved to approve the Consent Agenda including approval of minutes from the Board of Directors 02-03-2026 meeting and the 02-10-2026 Board Retreat; the approval of payment of claims for A/P Warrant Numbers 7821 through 7843 totaling \$1,602,775.24; ACH payments December 27, 2025 through January 27, 2026, totaling \$35,134.67; payroll dated 01-24-2026 and 02-20-2026 totaling \$877,544.72; and the Use Tax dated January 2026 with a total increase of \$257.33. Director Oran Root seconds. Motion passed unanimously.

Employee Recognition – Employee of the Year 2025

Executive Director, Maria Jameson-Owens, shared that dispatcher Hannah Augustine was selected as our Kitsap 911 Employee of the year for demonstrating exceptional professionalism, composure, and resilience. Ms. Augustine remains calm and focused on her console while also fulfilling training responsibilities—successfully balancing high-stakes operational demands with mentorship. Ms. Augustine consistently rises to meet challenges with confidence and integrity, setting a standard of excellence for her peers and the agency.

Ms. Augustine shared her gratitude for the team effort that is such a strong part of Kitsap 911's work environment.

Action Items

Managerial Compensation Study and Executive Director Salary Range

Ms. Jameson-Owens indicated that Alex Sheeks from Cabot Dow & Associates is here to present

the results of the managerial compensation study. To stay on schedule for the Executive Director Search process it is important that the Board choose the salary rate for the position description

Alexandra Sheeks from Cabot Dow & Associates presented a slide deck to report on the results of the Managerial Compensation Study. She shared some background information about Cabot Dow Associations in that they specialize in public sector collective bargaining, human resource management and compensation work with clients primarily in Washington State and most of the associates are former public sector, human resources professionals. The contract was to look at appropriate salary ranges for the Executive Director job description as well as five other management positions for the purpose of being mindful of long-term fiscal planning as well as the immediate need. She provided advice on comparable agencies for comparing salaries and looked at total compensation including paid leave, health insurance benefits, and other benefits related to compensation and retirement.

Ms. Sheeks reviewed Kitsap 911's compensation policy that has been adopted and indicated it is an excellent compensation policy that they would recommend to any client they work with:

- Pay fair wages and total compensation that is externally competitive with peers at appropriate independent emergency dispatch services.
- Maintain an internally equitable pay structure.
- Be mindful of the organization's current fiscal and budgetary abilities, constraints and priorities, and make responsible decisions about compensation in light of all pertinent facts.

First the process began with selecting comparable peers which were Public Safety Answering Points (PSAPs) call volume, annual budget, Full Time Equivalent (FTEs), and population served. Ms. Sheeks looked throughout Washington, Oregon, and California following the same model that arbitrators would choose for an interest arbitration eligible group such as dispatchers. This allows consistency and integrity throughout the organization when we look at comparable agencies.

Ms. Sheeks also adjusted for Region Price Parity (RPP), recognizing that certain areas of the state and regions have different economics that come into play. She made sure we were comparing apples to apples. She also looked at positions based on duties, organizational influence, independent judgement, education and certification requirements. She examined source documents such as the structure, level of authority, span of control that other agencies have to make sure comparisons are appropriate and the goal is to match at 80% content similarity. They recognized that not every position is the same in every jurisdiction, but we can get close enough to make comparisons.

Director Christine Rolfes requested that the presentation be emailed to the Board of Directors. Executive Assistant, Barrie Hillman, emailed the document while Ms. Sheeks continued.

Ms. Sheeks presented a table listing the independent peer organizations and indicated the general practice is to look at agencies that are 50% below and 50% above Kitsap 911 in the different criteria. Some of the agencies are larger than Kitsap 911 but these are nearby agencies that have influence on the local market. South Sound 911, Valley Com and Norcom are included for this reason. She also included Mason County 911 (MACECOM) which is quite a bit smaller. She also included Washington County Consolidated Communication (WCCCA) in Hillsboro, OR and SCR911 which is based in Santa Cruz, California which are similar in size.

The RPP adjustment factor on the table refers to the adjustment made to account for the economic differences between regions. This data comes from the Federal Bureau of Economic Analysis based on census metropolitan statistical areas which is objective quantifiable data. If the percentage is lower that means that this area generally has higher salaries and higher cost of living than Kitsap County. If those percentages are higher, then we recognize that the cost of living is lower and salaries might be lower and we adjust those to match the cost of living in Kitsap County. Ms. Sheeks also looked at total budget, the FTEs and the annual call volume to guide the selection of peer agencies.

Ms. Sheeks then presented the results for each of the six managerial positions. The Executive Director position is currently paid at a salary of \$273,000. She collected both the market median and the 75th percentile since the Board had made a policy of paying at the 75th percentile for its positions. The market median (50th percentile) was between \$172,000 to \$226,000. She also looked at a private sector comprehensive salary marker for just the Executive Director position with Comp Analyst. This was also used for the previous salary survey done in 2024. That median was \$268,000. The 75th percentile was \$238,000 to \$270,000. Then she looked at the total compensation ranking which considers not just the salary but any additional retirement benefits such as longevity premiums, deferred compensation, insurance benefits and paid leave. This is calculated into a net hourly amount to make apples to apples comparisons to different peers. This net hourly amount is ranked and Kitsap 911 ranks 4th out of 10, which is what we would expect given that the Board has chosen to pay at the 75th percentile.

Ms. Sheeks shared that the current salary range for the Deputy Director is \$178,000 to \$240,000 and the market median for the salary range is \$157,000 to \$218,000 with the 75th percentile at \$179,000 to \$224,000. The total compensation ranking is 2 out of 8 total comparable positions.

The Assistant Director of Operations (ADO) range is currently \$159,000 to \$214,000 with a median of \$132,000 to \$146,000 and the 75th percentile at \$153,000 to \$186,000. The total

compensation ranking is 2 out of 8 total comparable positions.

The Technical Services Manager (TSG) is paid at the same salary range with a market median of \$146,000 to \$188,070 and the 75th percentile is \$157,000 to \$220,000. The total compensation ranking is 3 out of 10 total comparable positions. It can be noted that this position is usually paid a little higher than the Assistant Director of Operations. That is consistent with the market especially for Information Technology (IT) related positions.

The Finance Manager is currently on a scale of \$142,000 to \$191,000 with a median of \$130,000 to \$168,000 and the 75th percentile of \$143,000 to \$185,000. The total compensation ranking is 3 out of 7 comparable positions. The Human Resources Manager is set at the same scale and has a similar median, \$141,000 to \$179,000. The 75th percentile is a little higher at \$152,000 to \$219,000. The total compensation ranking is 3 out of 7 as well.

Ms. Sheeks shared some observations using the compensation policy to analyze and explain her observations. The first tenet of the policy is to pay fair wages and total compensation, being mindful of external competition with peers and that in the public sector the concept of competition is equated with comparison. The wages are competitive and generally above the 60th percentile when compared to peers. Some are at the top of the market, particularly the Deputy Director position. Some salaries and total compensation rankings are in the top three in comparison to seven of the ten comparable agency positions. In other words, out of the ten possible comparisons, Kitsap 911 ranks in the top three which is consistent with the policy of the 75th percentile. This is what we would expect.

In the next slide, Ms. Sheeks shared a graph that shows a comparison of where Kitsap 911 is in relation to different percentiles. The green is the median, blue is the 60th percentile and the orange is the 75th percentile where our agency has chosen to target. The gray is the 90th percentile where a couple positions sit. These numbers are in terms of salary and not total compensation. The Kitsap 911 salary ranges are tracking on the gold line where those high ranges are. She always tracks the high end of the salary range for public sector because of the step systems because the high end of the salary range is where everyone ends up over time, especially where employees stay for a long time and eventually end up at the top of the salary range.

The next slide addressed the second point of the compensation policy related to internal equity and there is some compression between the Executive Director and Deputy Director position. This is not something that needs to be addressed immediately but something to keep in mind. This is also not specific to Kitsap 911. There have been industry-wide issues with recruitment, especially at even more of the rank-and-file level with dispatchers. When salaries start creeping up at the main level of the organization, they ripple throughout. This is something happening especially with interest arbitration related groups like police and fire. There is a lot of

compression happening at the top end of the management levels. For example, she is seeing compression between Police Chiefs and Deputy Chiefs. This is an industry-wide economics issue and as we go through budgeting and collective bargaining, we think through and plan for.

Ms. Sheeks continued that in looking at the third tenant of the compensation policy to make responsible decisions in light of budgetary and fiscal considerations, targeting the median is considered the gold standard for public agencies. If we are looking at the 75th percentile, for example, then that's eventually going to be something that Kitsap 911 will need to think about structurally and budgeting fiscally along down the line. We haven't addressed that at this point but there are considerations especially as a public agency when tax dollars are at stake and a consideration is trying to maintain fiscal sustainability. These policies are developed long term in planning for the organization, and the decisions can impact the broader local and service similar agencies. We all know the public agencies are looking at each other, so when we start making decisions about policies and paying at particular percentage level, they do impact the greater economy in the industry for public agencies.

Ms. Sheeks shared another graph that is a comparison of where the median for this particular market is in comparison with where Kitsap 911 salaries are. The key takeaways are that Kitsap 911 management salary ranges and total compensation generally lead the peer group in the top three of the 10 comparable agencies in the peer group. The management salaries are generally comparable to the peer group in terms of compression with some creeping up with those upper levels of management that are evidenced as industry wide. She recommends continuous evaluation of policy directives.

Director Moriwaki asked what the salaries are for the other agencies, which is something he wants to see. Ms. Sheeks indicated she provided that to Kitsap 911. Ms. Hillman emailed the spreadsheets to the full Board [the Executive Director Hiring Committee received this information the week prior to this meeting.]

Director Moriwaki asked what PSAP stands for. Ms. Sheeks indicated it stands for Public Safety Answering Point.

Director Katie Walters asked what other compensation points that might need to be taken into consideration and how does Kitsap 911 rank among those. Ms. Sheeks indicated Kitsap 911 is falling below average for additional "adds to pay". Surprisingly, the other organizations did not supply additional longevity, but Kitsap 911 was not ahead of the game with additional compensation such as health benefits and the vacation and holiday hours are not exceeding other organizations. It is the salary that is really driving the total compensation figures.

Director Greg Wheeler confirmed that Ms. Sheeks said that common practice for jurisdictions is to adopt a 50th percentile medium and would that be for the entire compensation package.

Ms. Sheeks said this would be in the compensation policy.

Director Wheeler asked the Chair to narrow the focus of the conversation towards the action item.

Chair Ellingson said Ms. Sheeks summarized the results of the study and the Board needs to make a decision as to where the salary is going for the recruitment effort.

Director Wheeler said he foresees trying to do is getting the salary adjusted to meet the entire compensation package within the 50th percentile. He asked for confirmation of his understanding that the entire package gives us the 50th percentile median.

Chair Ellingson said that decision is left up to the Board.

Director Jennifer Chamberlin asked for clarification that they are talking about the medium because there is also a range that's offered based on experience, etc. Will it be starting at the median and moving up from there?

Director Wheeler said he was recommending it would be the median salary range at the 50th percentile. We would adopt the salary range at the 50th percentile as the overall compensation as the overall goal with the salary part of that equation.

Ms. Jameson-Owens shared that Ms. Hillman emailed the specific numbers that Director Moriwaki requested and those should be in their email now.

Director Walters said she liked what Director Wheeler is proposing but it sounds like in taking the 50th percentile we also need to look at the total compensation package to see if we are below what others are offering like time off or deferred compensation.

Director Chamberlin said she heard something different that maybe other jurisdictions don't have additional benefits. Ms. Sheeks clarified that a lot of other jurisdictions don't have a lot of additional pay, but some do in longevity or deferred compensation, and Kitsap 911 is below that.

Director Walters said so raise that and lower the salary. She is glad Ms. Sheeks brought up the point about impact on other jurisdictions because really these affect all of us and all of our salary range for like jobs.

Director Wheeler said he is proposing the Board shoot for overall compensation package ranged at the 50th percentile. The Board adjusts the salary to reflect the goal of 50th percentile median compensation package. He requests we get the salary range that gets us within the compensation range.

Chair Ellingson asked if that was a motion. Director Wheeler said consider it a motion.

Ms. Jameson-Owens asked everyone to consider the compression issue Kitsap 911 is having. Consider what that 50th percentile range would be and if that's less than the Deputy Director. It is a Board Decision. Is this the decision the Board is looking to make to pay the Executive Director less than the Deputy Director.

Director Wheeler said starting the Executive Director at the new baseline, we have to adjust for the Deputy down.

Ms. Jameson-Owens asked how the Board does that when they are already paid a certain wage; already employed at that wage?

Chair Ellingson said there was a motion on the floor and asked if there was a second to that motion.

Director Wheeler asked if it was okay to free flow on the floor. Chair Ellingson asked if there was a second.

Director Chamberlin seconded the motion.

Director Wheeler moved [above] to approve Board shoot for overall compensation package ranged at the 50th percentile and that the Board adjust the salary to reflect the goal of 50th percentile median compensation package. Director Chamberlin seconded the motion. See below.

Chair Ellingson said the floor is open for discussion.

Director Wheeler said at some point you have a freeze. This is a future discussion, and we will need to adjust.

Chair Ellingson said we don't have to do that today and that could be a future discussion.

Director Jane Rebelowski asked for clarification that we have a policy now at the 75th percentile and we are trying to get it down to something lower.

Ms. Jameson-Owens confirmed that the Board approved a 75th percentile for all hiring positions to increase recruitment and retention back in 2021 and that is why you are seeing the salaries you are seeing today.

Director Chamberlin asked where the salary is starting at the 50th percentile because with the compression we are seeing now with the Deputy and assistant now, they are at the 90th percentile, correct? What is the proposal we are talking about. The Deputy is at \$239,795.

Chair Ellingson said we are not talking about the Deputy right now. We are talking about the Executive Director, and we will address the other salaries at a future meeting.

Director Chamberlin said it is germane because she is asking what we are proposing for the Executive Director recruitment and to the point of the compression issue we have been discussing. \$260,880 is still above the Deputy Director.

Ms. Jameson-Owens asked that the presentation slide deck be displayed again. Currently the Executive Director makes \$273,000 and the 50th percentile would be \$172,000 to \$226,000 and the current Deputy Director makes \$178,000 to \$240,000. The range would be higher as the Deputy Director than the range at 50% for the Executive Director.

Director Walters asked Ms. Sheeks from her expertise what happens when you want to adjust the Executive Director position; do you freeze other positions, make the policy adjustment.

Ms. Sheeks said yes, they would be frozen at the top level. She would never suggest anyone's salary go down but we would freeze those, perhaps foregoing Cost of Living Adjustments (COLA) in future years until it catches up with the market.

Chair Ellingson said that the motion before you is to set the Executive Director salary and benefits at the median range that was just presented.

Director Rolfes asked for clarification about whether Slide 11, Market Median, is about just the salary or the salary plus benefits. Ms. Sheeks confirmed it was about just salary.

Director Rolfes said she thinks the motion is for the salary median range.

Director Wheeler said the motion was for the salary median range to be adjusted to reflect an overall compensation median range of 50% at the 50% medium range but he hasn't seen the math yet to get the salary adjusted properly to get that overall effect. The biggest consideration is full compensation.

Ms. Sheeks confirmed there is not a slide that would show the median for total compensation. Director Walters asked if there was a dollar amount for full compensation. Ms. Sheeks said the median for total compensation is boiled down to a net hourly amount of \$153 per hour including paid leave, etc. The median total annual cash including any "adds to pay" and medical contributions would be \$264,000.

Director Walters asked what it is currently. Ms. Sheeks indicated it was \$312,000 for the Executive Director.

Director Wheeler said we are all thinking carefully about this because it is important, but the total compensation is the most important part of negotiation. The salary may fit other situations better but overall recruitment and retention, total compensation is the focus we should have.

Director Rolfes said that for the purpose of advertising the job, we need to have a clear salary range and then say plus benefits. Then when it is time to negotiate the salary, they will negotiate for the highest range and highest benefits, and the Board will have a conversation about whether that's the median or if it is too much or not enough. That is what we are being asked to do to advertise the job.

Chair Ellingson said he suspects the benefits package will be the same as all the other employees at Kitsap 911 and there should not be a difference there.

Director Rolfes said that when you recruit somebody top notch and they ask for more salary and we say that it is out of our range, we figure out a different way to compensate them.

Chair Ellingson said that's all part of the negotiation.

Chair Wheeler said we do need a fixed salary range and it's just how much experience and all the other things will be negotiated once the person comes in.

Director Rob Putaansuu said he has a chart in front of him which doesn't show him what he is being asked to vote on here. It would be nice to see what those numbers are before we cast a vote. He understands the urgency and we want to get the job advertised but it's tough to vote on something he can't see numerically.

Director Rolfes said that they just received two emails with one with the PowerPoint that shows the top numbers and one is a spreadsheet that shows all the comparable salaries so you can look up the positions across each agency.

Director Putaansuu asked that aren't we talking about a number that is different than any of that information?

Ms. Jameson-Owens said that the document on the screen shows the 50th percentile number at \$172,000 to \$226,000.

Director Putaansuu said \$172,000 to \$226,000 and so the Deputy Director is making more than that. Ms. Jameson-Owens said currently the range for the Deputy Director is \$178,000 to \$240,000.

Director Putaansuu said we would be approving a salary much lower than the current Deputy Director. He asked where the Deputy Director is in the range today. Ms. Jameson-Owens said he is at the top of the range.

Director Chamberlin asked if we were going to be discussing a freeze of salaries or is that all wrapped up into this one. Chair Ellingson said we don't need to make that motion today but can put that on as an agenda item in the future.

Director Walter said she doesn't know if we want to consider a freeze and then also changing the policy – this might be a future discussion – if we want to change the policy from 75th percentile to 50th percentile. That needs to be a future conversation as we can't keep everybody at 75th percentile.

Director Rolfes indicated the Board has some big policy decisions they need to make.

Director Wheeler said that if we all agree the overall compensation policy is what we are trying to achieve to be competitive for recruitment and retention, we could approve the new policy that sets the overall compensation package at the 50th percentile medium. He said he finds it odd that we must have a separate one for the salary which one could disrupt the other one. These two ordinances must be aligned. Since the goal is to do both compensation and salary today, we don't have the salary number and we can't do that.

Chair Ellingson said that if we set the salary at the 50% range, that all the fringe benefits will be the same as all other employees at Kitsap 911. That may be higher or lower, but he suspects there is a pretty good benefit package for all those benefits which will help in the recruitment process. What we need to look at is the range of the salary that can be put in the recruitment package, and we don't have to spell out all the benefits at that time. They can get that separately, but it ought to be the same package that everyone else is getting.

Director Walters asked Ms. Jameson-Owens if Executives get something else like a percentage at the end or something else as part of the compensation. Ms. Jameson-Owens said there was a retention bonus in the contract that just ended for all the collective bargaining units and all the management had gotten that retention bonus as well. The is the only thing and it is the same thing everybody in the agency gets. There is nothing outside of that.

Director Walter asked what that percentage was. Ms. Jameson-Owens said it was 2% of a three-year average for all hours worked.

Ms. Jameson-Owens said that if the Board is looking to changing the policy and moving to the 50th percentile, it would be a good idea to get all the information in front of us. It is not just management positions that are paid at the 75th percentile. It is supervisors and assistant supervisors and all that. If they only freeze management, there will be compression there. It would be a good idea to put more data in front of you to really analyze before making that decision.

Chair Ellingson asked when the contract is negotiated again. Ms. Jameson-Owens said a two-year contract just started January 2026 and it expires December 31st of 2027. The tech group, who would also be impacted, have a three-year contract.

Director Moriwaki said as he looks at the comparables, he gets more confused. Kitsap 911 is the third highest but far from the largest in terms of volume. No matter what metric used, we pay a lot in terms of budget worth. It doesn't seem to be comparable. He wants a comparable that is roughly the same amount of comp, population served, call volume, and size of agency. He doesn't even know how he can talk about salaries and he is not even sure the agency has been appropriately spending on this.

Director Wheeler said obviously he is not wed to his proposal, and he doesn't take it lightly to reduce the median comparison from 75 down to 50 so far as we have had years of recruitment and retention challenges at 911. That is going all the way back when it was a County division. There are several reasons why that might be – trailing spouse may be one of them. Opportunities for an income for a spouse, proximity to other services, other opportunities, education, entertainment, cultural diversity. Coming to the peninsula was a challenge. We could pick any one of several reasons. We bumped up the salary scales to get us competitive. Now it is a matter of what our future is as far as sustainability with all our jurisdictions in funding them. That is where we are today. When he brings forward the number of 50%, that is not taken lightly.

Chair Ellingson said that one of the challenges was when Pierce County gave all their employees Law Enforcement Officers and Fire Fighters Retirement System Plan 2 (LEOFF 2) and we have the Publica Employees Retirement System (PERS). There were a lot of employees that left during that time frame so there are a lot of things that must be taken into consideration. Obviously, a 75% level makes us more competitive in a recruitment arena and maybe causes some other Executive Directors to put in for that position. King County just had 68 applicants for theirs so he thinks the market is viable out there and we may in fact get quite a few qualified candidates. That is your decision but the motion we have before us today is to put it at the median range of the study.

Director Rolfes said that the motion is the median range of the salary and benefits and it would

help if there was a friendly amendment so we can move focus on the salary.

Chair Ellingson said we are not going to change the benefits.

Director Wheeler said if we were to remove the benefits, the full compensation portion and just focus on the salary, he doesn't think that changes the entire equation too much. We are getting close to what we are looking for so he would approve that friendly amendment. However, he is not sure how we ensure that what he considers to be the most important aspect for negotiation, recruitment, and retention is the entire compensation package.

Director Chamberlin said she would second that friendly amendment. She asked if we are concurrently or in a separate motion discussing freezing the other salaries?

Chair Ellingson said that there will be another motion. He said we might get the answer to our recruitment shortly after we post it to see if there is anybody that responds and then we may have to adjust to that. Right now, that is the motion that is before you.

Director Moriwaki asked Chair Ellingson what agency just had that recruitment. Which King County as there are a couple here: Valley Comm, Norcom. Chair Ellingson said he did not remember just that it was King County 911.

Director Moriwaki said there is Valley Comm, Norcom. Norcom didn't send a response for their salary. Valley Comm is on the high end...the highest salary at \$332,000. But at 50% they are at 262 and we are at 273. He doesn't know if they are offering at the high end but certainly one-third of a \$1,000,000 would be appealing.

Ms. Sheeks suggested it may have been P-SERN, the Public Safety Emergency Radio Network, who is also recruiting and she is working with that agency as well.

Chair Ellingson said he was just given the general terms of King County. Ms. Sheeks confirmed there are several and it is confusing.

Chair Ellingson restated the amended motion.

Director Wheeler moved to set the salary range for Executive Director recruitment at the median value as presented. Director Chamberlin seconded the motion. There were 12 ayes and Director Moriwaki voted nay. Motion passed.

Ms. Jameson-Owens asked if there was any further discussion.

Director Chamberlin said that for the third time she is asking if anybody wants to suggest

freezing.

Director Wheeler said that it is a pretty wise thing to tie right into this. We are addressing compression immediately. Why wait?

Ms. Jameson-Owens asked if it would be reasonable to ask that we bring forward data so that the Board can look at the data and what the compression is between the represented staff that are supervisors and the next step. There is only a 10% difference between them now.

Chair Ellingson said we need the whole picture before we make any kind of decision like that. We will put that down for a future meeting with the data Ms. Jameson-Owens will provide.

Director Chamberlin asked how often salary studies are done because if we are freezing, the median is going to change over time. Is it done every time there is a bargaining agreement? Maybe we can have an agreement that a salary study is done for administrative jobs concurrently with bargaining agreements. Ms. Jameson-Owens confirmed that she is correct and it is done every time there is a bargaining agreement.

Discussion Items

Executive Search Update

Human Resources Manager, Rachael Taylor, reported the Executive Director Hiring Committee (EDHC) had two meetings in January. The EDHC approved the approach that Ms. Sheeks used to establish our comparables for the study. Last week, on February 26, the committee met again with Marissa Karras of Karras Consulting who is doing the Executive Director hiring search. The EDHC approved the job description, the timeline, which was dependent on the compensation. We can meet our timeline and the marketing strategy to advertise the position. Ms. Taylor invited anyone else on the committee to add their comments.

Chair Ellingson thanked her for a good summary.

Performance Measures

Deputy Director, Brandon Wecker, presented a [slide deck](#) of the annual performance measures providing information on operational goals, staffing topics, customer satisfaction, public disclosure requests, technology workload, system reliability and finance. Details are included in the attachment below.

Director Wheeler stated that it was an excellent performance report and whatever Mr. Wecker and the Board are doing, he hopes we can continue it.

Chair Ellingson said it was a pretty good score card.

Governing Directive -60 Updates

Ms. Jameson-Owens indicated that there are two areas in Governing Directive-60 that require edits. The first is section 5.8(E) - further clarification is needed for documentation required when Kitsap 911 chooses to piggyback on a State or Federal purchasing contract. New language adds that the vendor is required to provide detailed specifications, deliverables, and other pertinent data for Kitsap 911 to issue the purchase order.

Ms. Jameson-Owens shared that the second update is Section 6.0(B) - with the increasing number of subscriptions that offer multi-year discounts, we need language on how the total value of the purchase should be calculated. New language adds the level of approval required is determined based on the greater of either the total expenditure expected within the current year, or the sum of the non-cancellable portion of the agreement term.

Board Study Prioritized Recommendations

We wanted to provide a brief overview and next steps out of the board retreat we had on February 10, 2026.

The primary purpose of the retreat was to review and work through the recommendations outlined in the Mission Critical Board Composition and Effectiveness Study, and to identify the Board's key priorities for 2026. The highest priority Identified was Restructuring the Board to less members. How to do that and what the composition should be had no recommendation yet.

Ms. Jameson-Owens shared that the other recommendations to consider included:

- More fully utilizing the Strategic Advisory Board (SAB).
- Clarifying the use and role of Board alternates.
- Reconsidering election cycles for the Chair and Vice Chair.
- Further clarifying the vision and role of the Board of Directors to better manage overlapping responsibilities.

The next step identified was for Kitsap 911 staff to compile and present information to the Board about any legal issues that need to be considered prior to a change of board structure, including review of the ordinance, charter, bylaws, etc.: gathering information on other 911 centers including agency structure, board composition, and board member roles.

We expect to have this information compiled and ready to present at the May board meeting.

Strategic Initiative #2 Progress Report

Finance Manager, Steve Rogers reported on the Communication initiative of Strategic Initiative #2. He has made several changes to the monthly Finance Report that is in the meeting packet. He will go over those changes next month. The overarching goal was to make the reports more transparent, easier to read and follow, and clearer.

Mr. Rogers also reported on the Financial Principles goal indicating the internal policies, procedures, and written documents related to the Finance group are being updated. Some of those tasks are on hold because we are in the middle of creating a Request for Proposals (RFP) to replace the current accounting system. It doesn't make sense to update the written processes only to redo them once we deploy the new system, but we are reviewing all our written financial procedures and policies such as Governing Directive 60. We are identifying gaps and places where legislation has changed or there are different internal or external polls and updating those. He will give a more in-depth report on the RFP for accounting software next month, but we look to be publishing that soon with the overall goal of updating the system in the fourth quarter and going live in 2027.

Standing Reports**Strategic Advisory Board (SAB) Report**

Chief Rick LaGrandeur reported that the SAB met about World Cup planning meeting on February 17 with members of the SAB, Department of Emergency Management and Kitsap 911. The minutes from the meeting went out to all the SAB members. The focus was to just talk about the individual planning that we have going on. We talked about putting together a County-wide incident action plan, so we know about all the activities around the County. We discussed other events that normally take place during mid-June to early July, especially Fourth of July celebrations. We will have additional meetings in the next few months, including two in May and two in June to make sure we have everything put together as best we can to be prepared for those three weeks. We are going to invite additional agencies to be pulled into this planning including possibly the Coast Guard and St. Michaels Medical Center.

Chief LaGrandeur also reported that we are down to the last two agencies for mobile radio installations including his own, North Kitsap Fire and Rescue. There is a planning meeting scheduled for tomorrow for their installations and then Bainbridge Island Fire Department is the last agency.

Good of the Order

Chair Ellingson reminded the group to set clocks ahead on Sunday. Director Moriwaki said that British Columbia is going to make it permanent. Chair Ellingson said we have an initiative before our Congress to do the same thing that is just sitting there.

The Meeting adjourned at 1400.

***The next scheduled meeting of the Kitsap 911 Board of Directors is March 3, 2026, at 1230
Virtually or In-Person at Norm Dicks Government Chambers.***



2025 PERFORMANCE — MEASURES —

We present these performance measures each year to provide an opportunity to evaluate how we are doing. Feel free to stop me on any slide if you have questions, there will also be time for questions at the end.

The image shows the exterior of a building with a modern design. A teal header is overlaid on the top left. The building has large glass windows and a concrete walkway. A sign with the number '911' is visible on the wall. A decorative pillar with a floral pattern stands in the foreground.

Performance Measures - Topics

- Call Processing and Answering
- Dispatched Events
- Recruitment
- Staffing and Hours
- Training
- Performance Management
- Customer Satisfaction
- Public Disclosure Requests
- Technology Workload
- System Reliability
- Budget and Finance

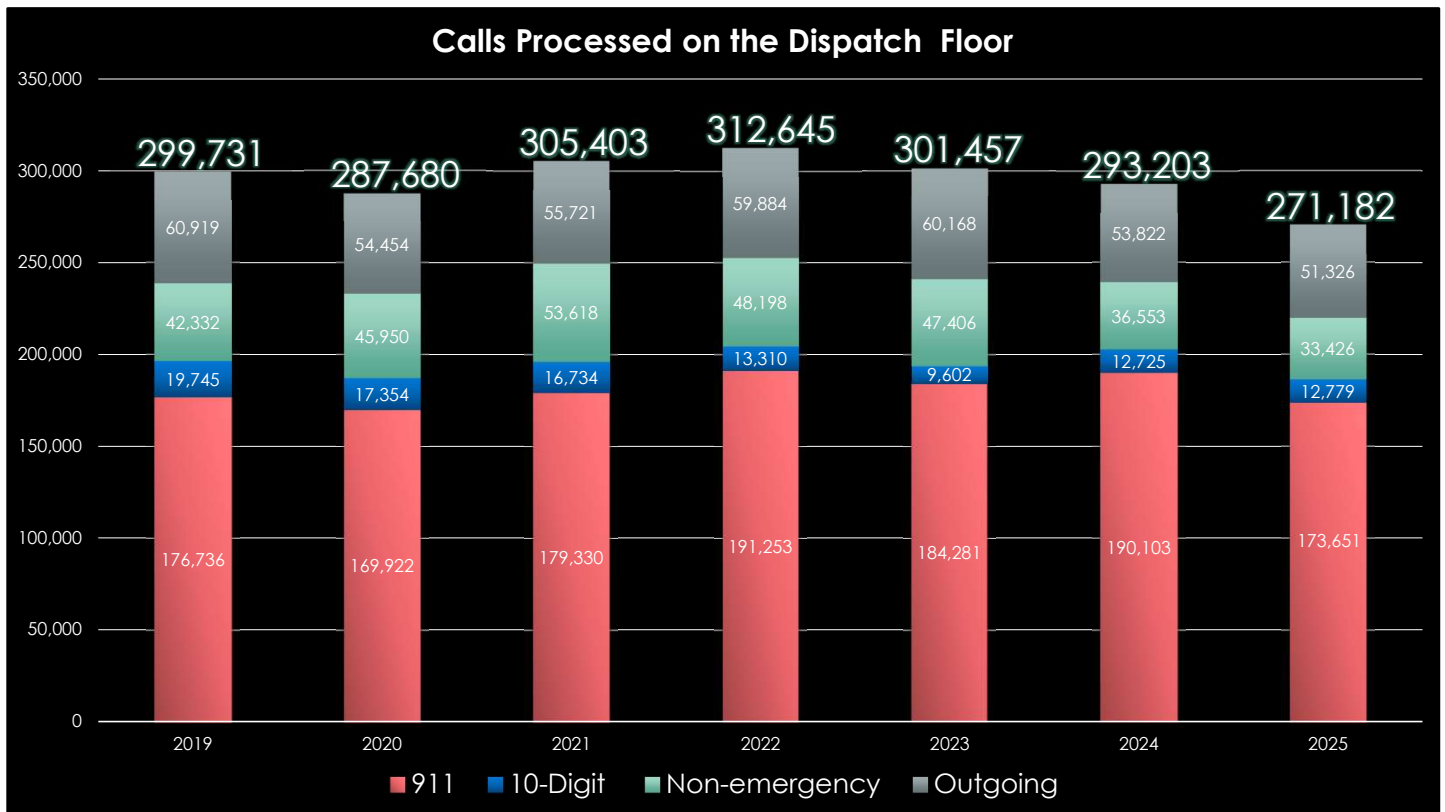
During this performance measures presentation, we will provide information on operational goals such as call processing and answering as well as dispatched events.

We will then cover staffing topics including recruitment, hours worked, training, and performance management.

We will then take a look at both our internal and external performance management, our customer satisfaction, and public disclosure requests.

Then we will assess our current technology workload and system reliability.

Finally, we will wrap up with a look at our budget and finances.



We begin with calls processed by the dispatch floor.

The dispatch floor processed 271,182 calls in 2025, down about 7.5% (293203) from 2024. Of these total calls:

- 173,651 of them were 911 calls, down 8.65%

We will take a deeper dive into the origin of these calls in the following slide.

Of the remaining calls

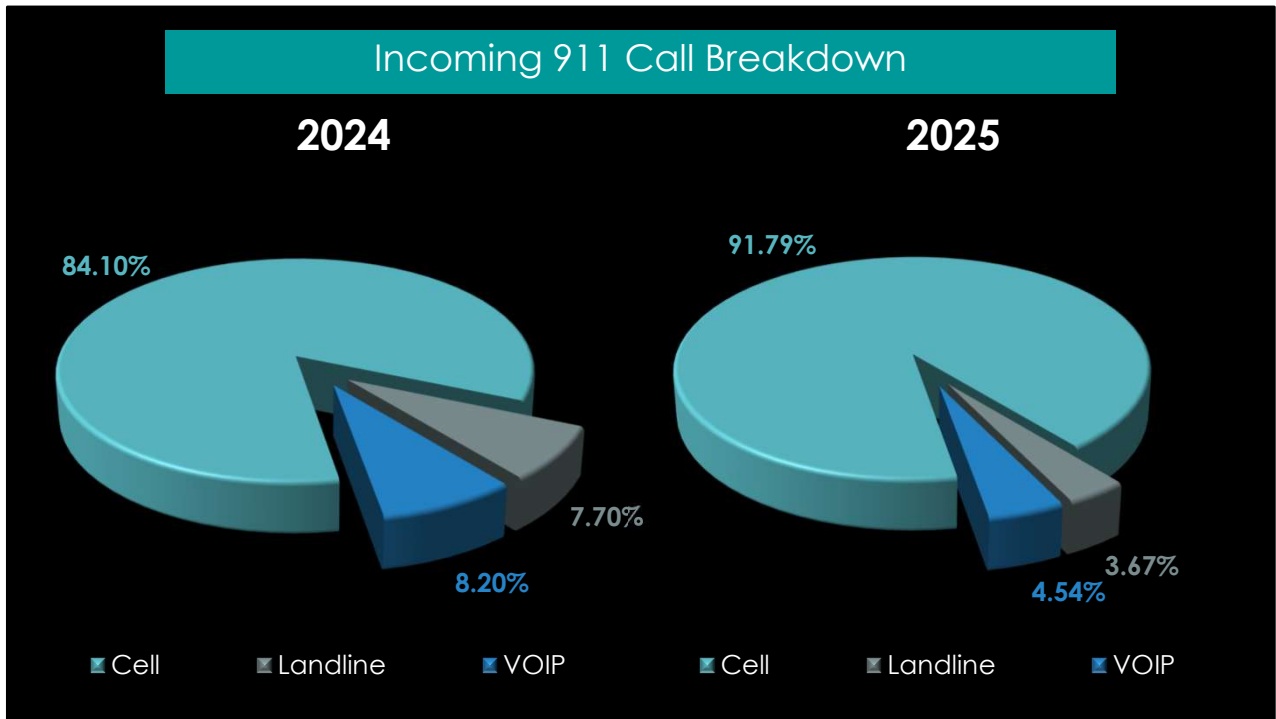
- 12,779 were 10 –digit emergency lines/alarm lines, up 0.4%
- 33,426 were non-emergency calls, down 8.5%
- 51,326 were outgoing calls , down 4.6%

While overall call volume may have gone down the workload has not gone down due to the increased complexity of calls being handled.

When analyzing the call volume

- Our busiest hours of the day were between 9am and 5pm. During these 8 hours we took 56.78% of our calls.
- Our busiest days of the week were Wednesday, followed by Friday. Our least busy days were Sunday followed by Saturday.

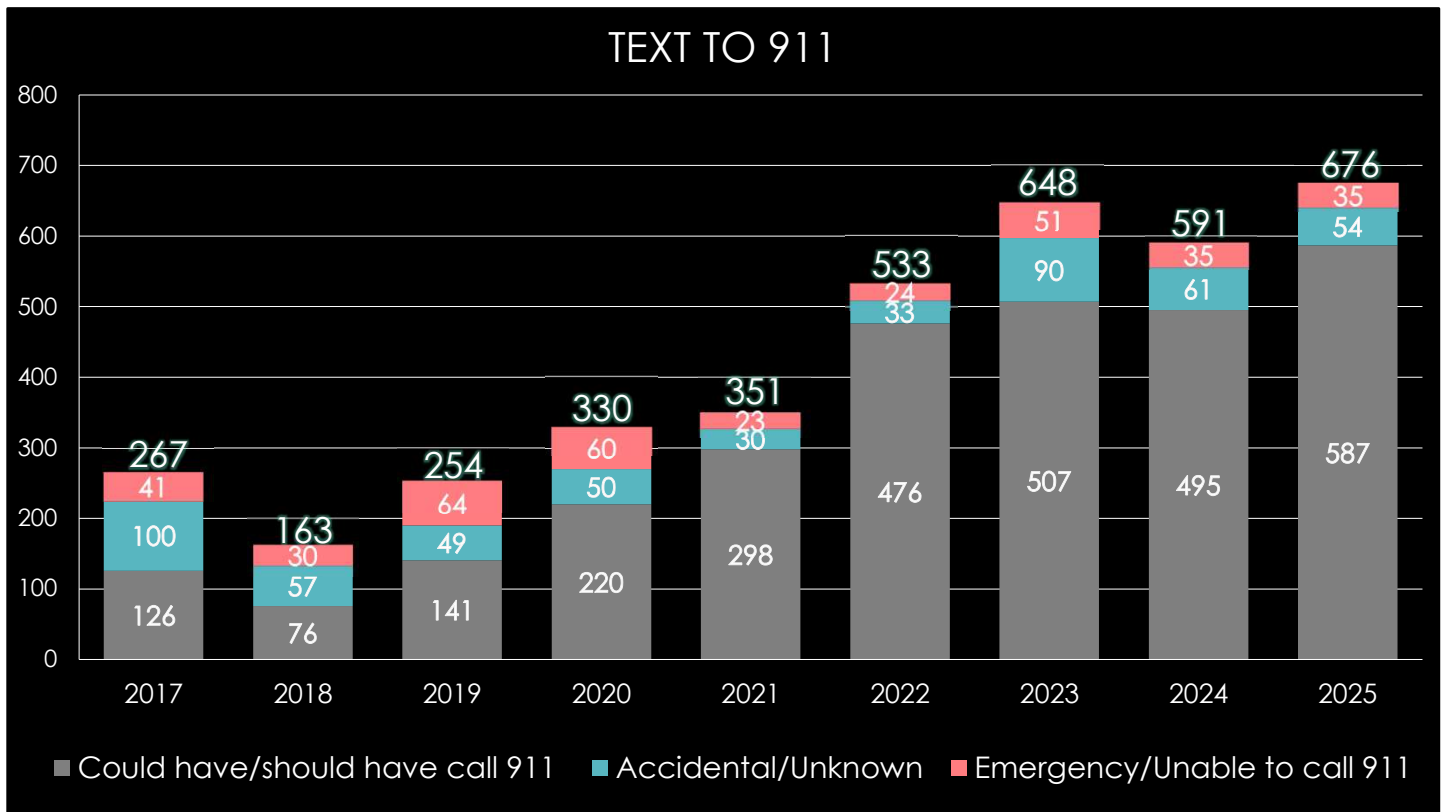
The average talk time was 2.8 minutes up from 2.6 this amount fluctuates depending on the details of the call and the workload occurring at the time of the call.



Looking closer at the origin of incoming 911 calls we have seen a trend over the years of a reduction of land line calls. With the bulk of this being filled by cell calls.

Previously we also classified Voice over IP calls commonly referred to as VOIP calls in with landline, but with the rising trend of mobile offices we have broken VOIP calls out into their own section because while they could be made from a caller’s residence it is also likely that they are made from a different location using a laptop.

As you can see Cell calls are the bulk of our calls at 91.79 %, and our amount of VOIP and land line calls has seen a sharp reduction in 2025 falling to a mere 3.67% for land line calls and another 4.54% going to VOIP.



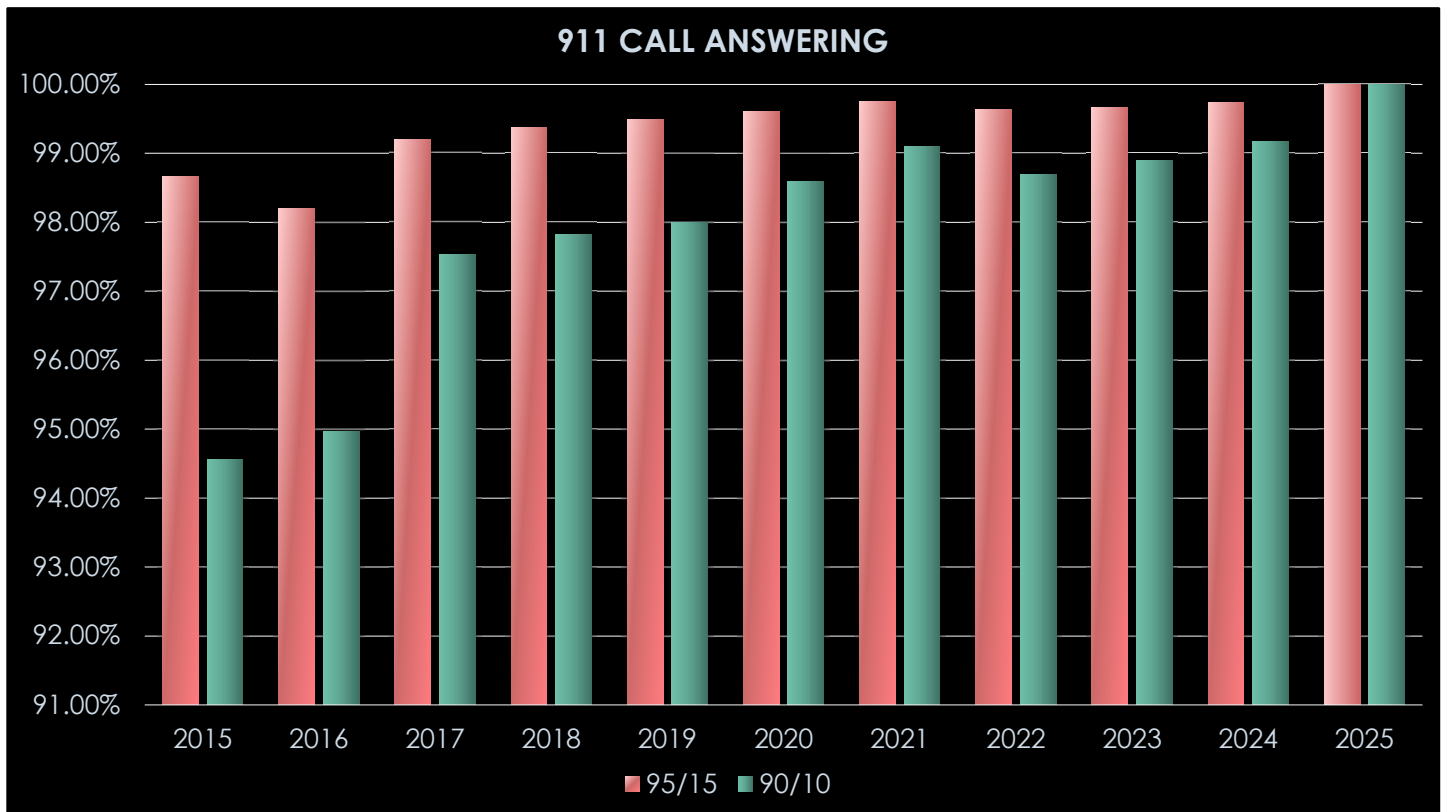
In 2025, Kitsap 911 processed 676 Text to 911 events, an increase of 14.4% from 2024.

35 of these were for an emergency where the caller was unable to make a voice call.

54 were accidental

587 would have been better as a voice call.

This has been a continued trend over the years and we posted multiple announcements about saving text for emergencies on our social media and are looking at adding it to our public education campaigns.



For call answering performance, we look at two goals.

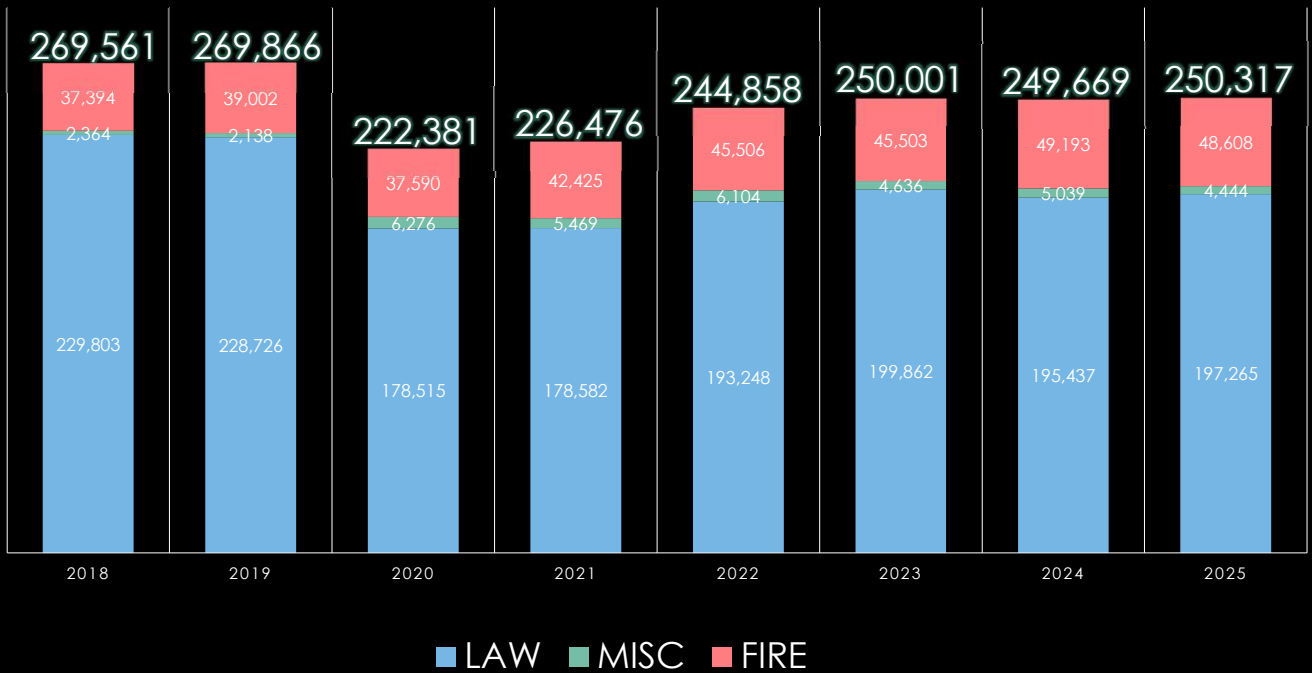
First, we look to the National Fire Protection Agency also known as NFPA and standard 1225 which is - 95% of all 911 calls are answered within 15 seconds. We continued to exceed this standard in 2025 with 99.84% up from 99.74%

We also look at Kitsap 911’s internal goal of all 911 calls answered within 10 seconds 90% of the time.

We also exceeded this goal with 99.33% up from 99.18%.

The average 911 call was answered in 2.9 seconds.

DISPATCHED EVENT HISTORY



In 2025 Kitsap 911 handled 250,317 events on the dispatch floor, an increase of .26% from 2024 (249,669).

Of these events

- Law accounted for 197,265, an increase of .93%
- Fire had 48,608 a decrease of 1.2%

Other events such as callouts to other agencies, public works, water districts, roads etc totaled 4444 for a 11.81% decrease.

When reviewing the criticality of these events

P1 events were 1% of the total and

p2 events were 6.16% of the total

Priority 1 and 2 events are defined as having a immediate threat to life and safety

p3 events made up 49.22% of the total

Priority 3 events are defined as having a potential risk to life or property, and these type of calls are the highest amount of calls we receive

Dispatch Performance Standards							
Priority 1 Law Enforcement	2019	2020	2021	2022	2023	2024	2025
Average Dispatch Time Priority 1 Law Events	:30	:26	:26	:26	:28	:26	:30
FIRE/EMS Standards	2019	2020	2021	2022	2023	2024	2025
90% Dispatched within 64 Seconds	81.5%	75.6%	78.2%	75.6%	69.1%	72.3%	69.5%
95% Dispatched within 106 Seconds	96.6%	96%	96.5%	96%	95.5%	96.5%	95.5%
Answered to Dispatched	:47	:52	:50	:52	:56	:54	:54

Now we will look at dispatch performance standards for law enforcement and fire.

Our goal for P1 law enforcement events is to dispatch these events within 30 seconds of their appearance in the CAD system.

We met the goal in 2025 with a 30 second average.

For priority 1, 2, EMS, and Fire events we look at two categories:

- The first category is 90% of events dispatched within 64 seconds, our average for 2025 was 69.5 % down from 72.3%.
- The second category, 95% of events dispatched within 106 seconds, our average was 95.5% a 1% decrease from 96.5%.

Our average answer to dispatch time for all fire and EMS events was 54 seconds, the same as 2024.



We held 6 recruitments in 2025.

In 2025 the length of our recruitment process dropped to 85 days down from 112 days in 2024.

Shortening this has been a continuous improvement goal as it helps keep candidates invested and interested in the hiring process.

From these recruitments, we hired 14 new employees.

Employee Exits

4
Probationary

9 FTE

5
Non-
probationary



We had 9 full time employees leave KITSAP 911 in 2025.

Of those 9 people 4 were probationary and 5 were not.

- Of the probationary – 2 were terminated for job performance, 1 was terminated to attendance issues, and 1 was terminated for behavioral issues
- As for non-Probationary, 1 resigned for policy violation, 1 resigned for family reasons, 2 resigned to pursue career opportunities outside Kitsap 911, and 1 moved to extra help

Staffing

Today

- 1 vacant in our Technical Services Group
- Fully staffed in Admin and Management
- 8 Operations positions short

- Operations April & August Hirings
- Lateral position is continuously open

Today:

We have 1 vacant System Technician position in our Technology Group which was added by our board in February, and we are currently involved in recruiting to fill this position

We are Fully staffed in Admin and Management

In Operations are we 8 Positions short, however we will be hosting an academy in April to bring in additional new hires with another academy scheduled for August

Our Lateral Position is always open and in 2025 we hired 1 lateral employees



Our Employees

Average Tenure: 7.77 Years

Retention Rates:

Non-Probationary 91%

Probationary: 84.6%

Our average tenure is 7.77 years, down from 7.78 years in 2024.

Our Non-Probationary Retention Rate was 91% up from 84.9%

Our Probationary Retention Rate was 84.6% up from 81.3%

We just completed the 2025 succession planning review. In the next 4 to 5 years, 24 employees plan to leave Kitsap 911, 17 from operations, 2 from admin & management, and 5 from tech.

11 of these are for retirement, the rest are either looking for a change to work life balance or career progression.

Our Employees

Average sick leave per employee per year:
112 hours

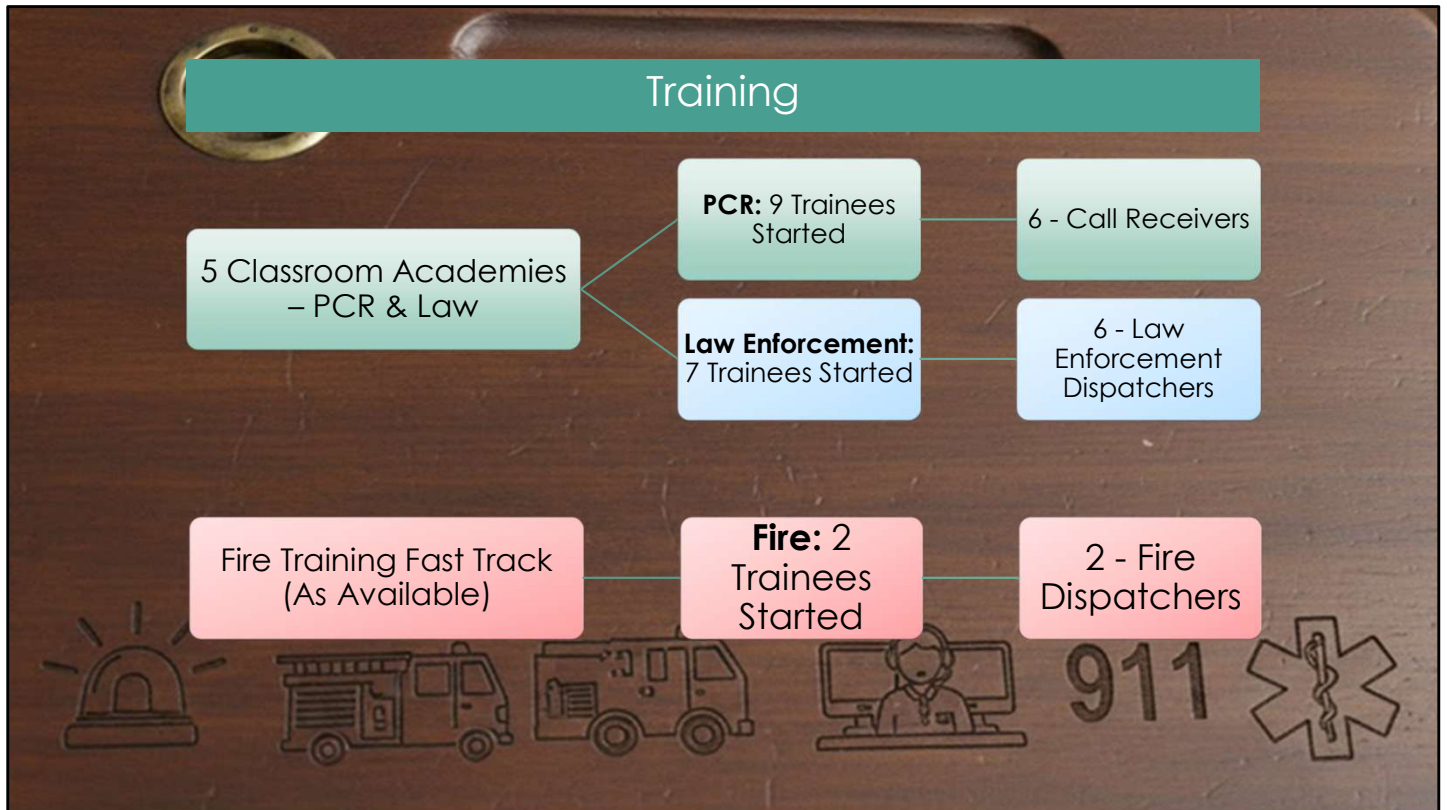
Hours of overtime worked:
17,309

Use of sick leave went up 12.5% in 2025. Giving us an Average sick leave used per employee was 112 hours. 70% of those hours were for protected leave.

Our employees worked about 17,309 hours of overtime, down from 18,115 hours in 2024.

The bulk of this time is worked by Operations and this is an 800 hour drop in the last year which continues our trend of reducing overtime, however we still have a ways to go. We continue to work to decrease overtime, especially mandatory overtime to help create a better work/life balance for our employees and increase employee retention.

The amount of overtime per individual isn't fixed. As an organization, we need to fulfill the overtime requirements, but the contribution from each employee varies based on the person and the year. When examining the data, some full-time employees worked fewer than 100 hours of overtime, while others exceeded 1000 hours. On average, each employee puts in around 200 hours of overtime.



Training is not a one-time event at Kitsap 911; it's an ongoing commitment. Our team participates in regular training sessions to stay up to date with the latest protocols, technologies, and best practices in emergency response. Additionally, we hold academies to train new call receivers and help them to advance to dispatching.

We could not do this without the work of our trainers and we are incredibly grateful to all those who contribute their time to our Kitsap 911 Training Program.

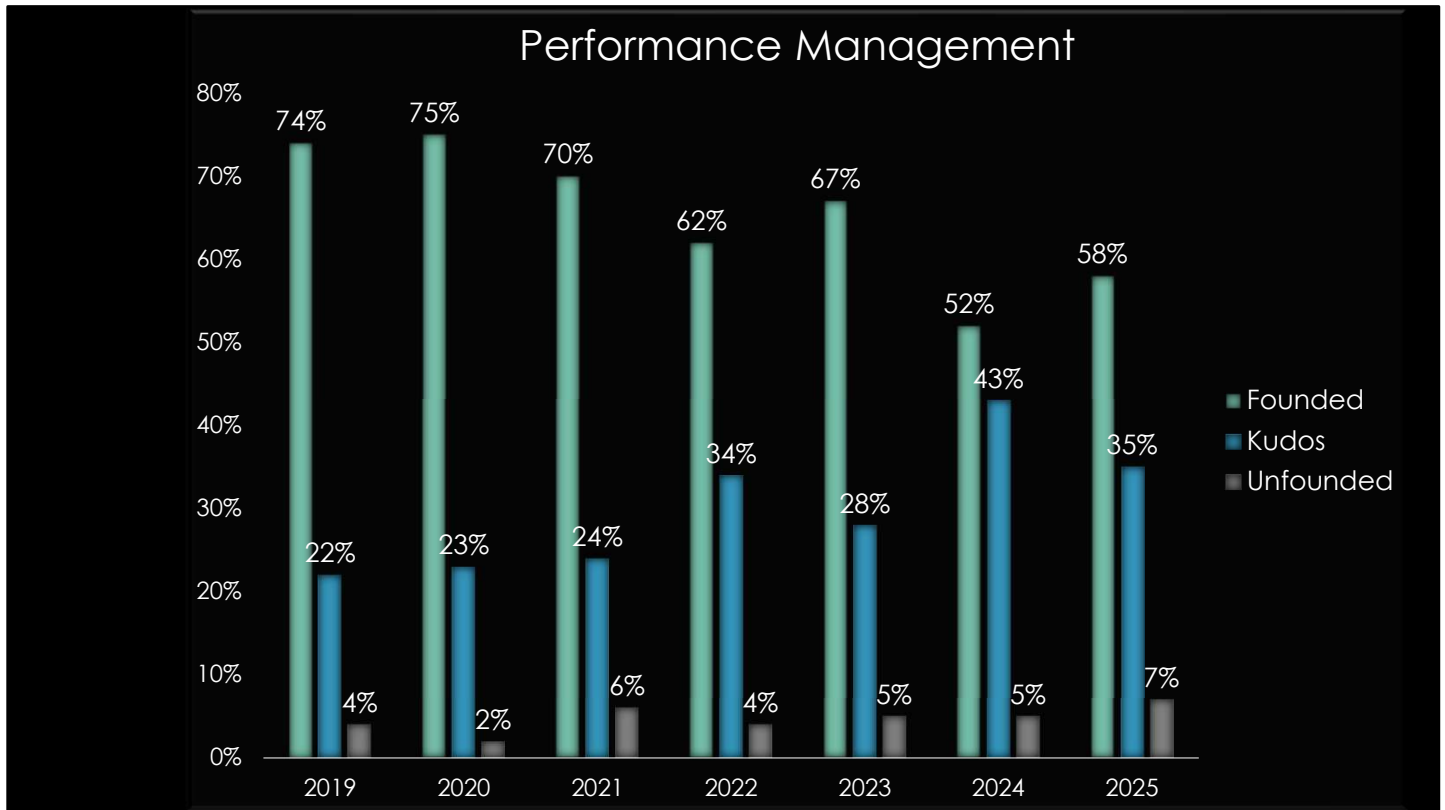
We held 5 of training academies in 2025, **3 for call receiving and 2 for law enforcement dispatch.**

This gave us a total of 16 trainees that went through our academies.

9 went through Call Receiving Academy and 6 were signed off as call receivers, 3 could not meet the job requirements and their probation was terminated.

7 went through Law Enforcement Dispatch Academy and 6 were signed off as law dispatchers. 1 Law Enforcement trainee chose to step back to call receiving for additional work experience

For training in Fire dispatch - We did not have enough students at one time to host a Fire Dispatch Academy, instead we fast-tracked 2 students through the fire discipline as dispatchers as they became ready to take on the last portion of their training and both were successful



For this performance measure we look at performance inquiries, we review all concerns we receive on an employee's performance and any we receive from our customers, including the public and member agencies. These also include kudos for exceptional handling of a call or an event.

The supervisors group completed 769 performance inquiries in 2025, down from 945. Of those 58% were founded, up from 52%

- For these performance measures founded means there was evidence supporting the claim
- The majority of the founded inquires provided low level feedback for minor errors with limited impact.
- 7% were unfounded which is up from 5%
 - For these performance measures unfounded means there was no evidence to support the claim

35% were KUDOS down from 43% we are still committed to our goal to bring more positive feedback to our employees.



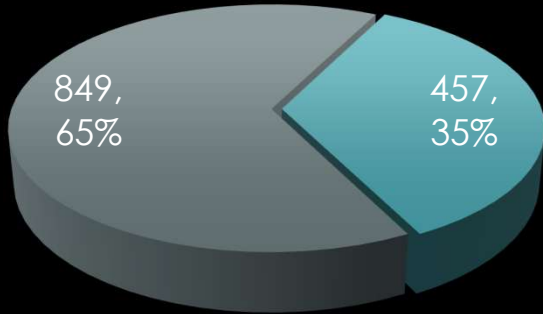
Of the total 769 inquiries, 94 were from an external source, this is up from 47.

Of those from outside Kitsap 911,
 37% were unfounded, up from 34%
 22% were kudos, up from 19%
 and 41% were founded, down from 47%.

Kitsap 911 also had 1 internal investigations in 2025 in which the employee resigned before it was concluded.

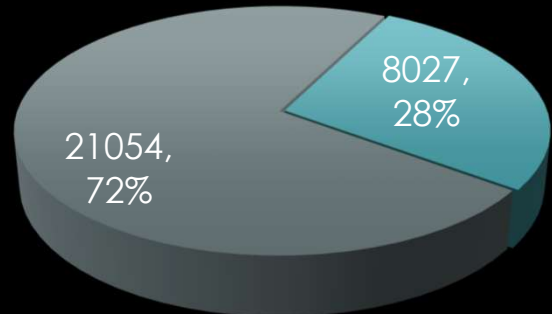
Customer Satisfaction Survey

2024 – 2 Weeks
Total - 1296



■ Responded ■ No Reply

2025
Total - 29081



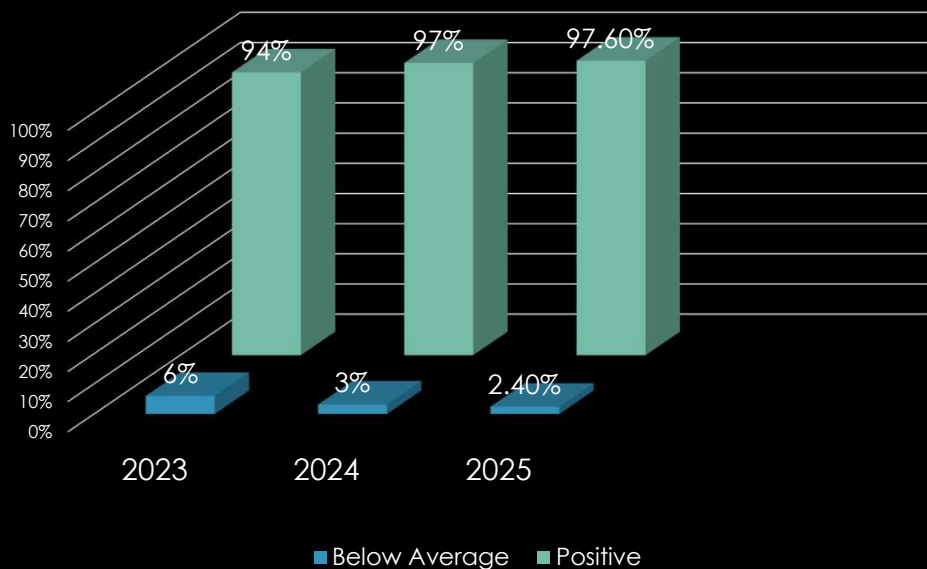
■ Responded ■ No Reply

In December 2024, Kitsap 911 implemented a new Customer Service Satisfaction Survey using text messaging to enhance community engagement and improve our emergency response services. Previously, we relied on mailed survey postcards, which were expensive and had a low return rate. By implementing this text-based survey system, we have significantly expanded our outreach, increasing response rates.

In the 2 weeks of 2024 that this system was live we sent out a total of 1,296 requests and received 457 back for a 35% response rate.

In 2025 this system sent a total of 29,081 survey requests and received back 8,027 for a 28% response rate. This is down 7% from the 2 week sample rate in 2024, but we should be able to do a more exact year over year comparison next year.

Customer Satisfaction Survey Responses



Keep up your excellent work!!

Pleasant, calm, reassuring. Job well done. Thank you.

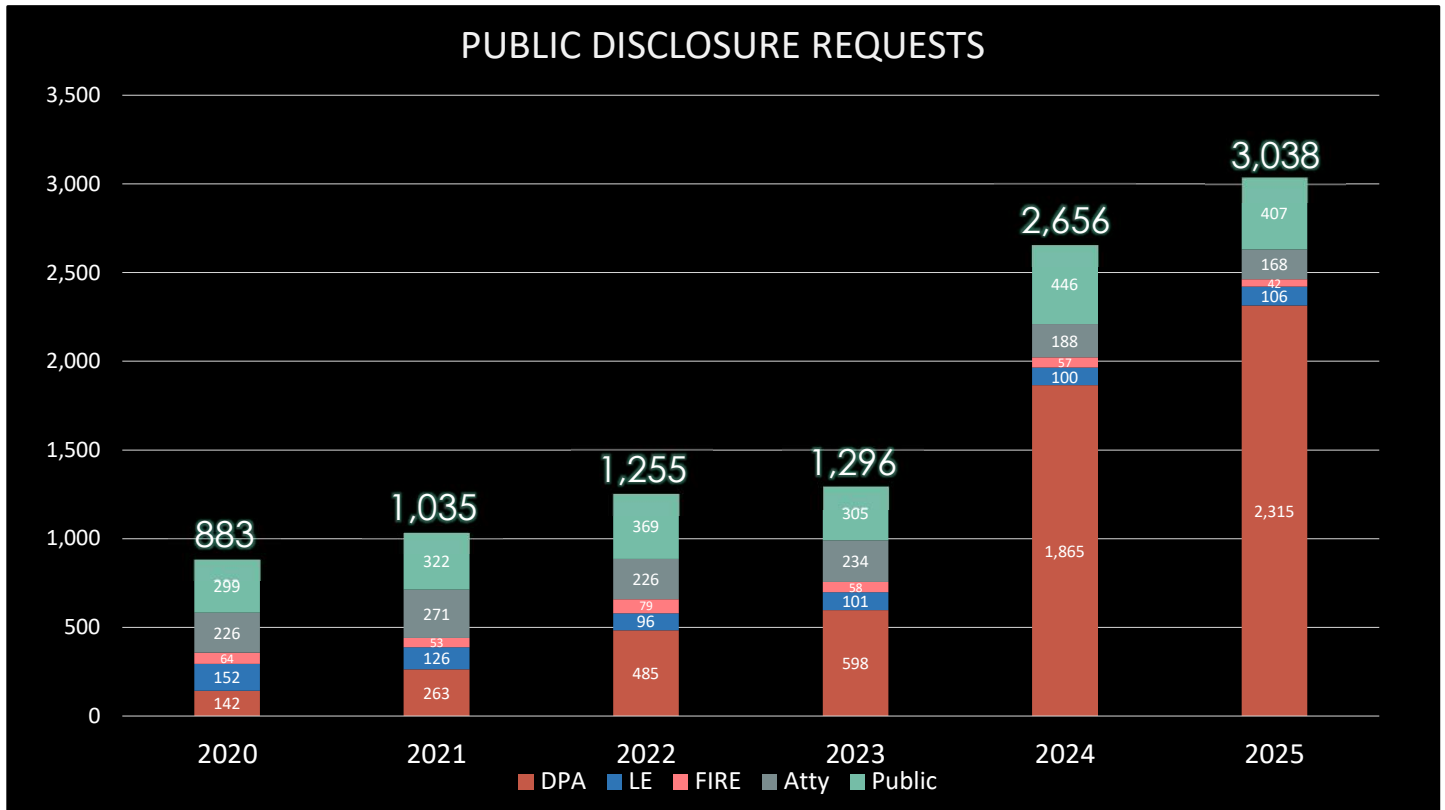
Very easy to understand, highly professional, and extremely polite with only pertinent questions.

I was fully satisfied and want to thank everyone for the work they do to keep our community safe.

97.65% of the feedback received has highlighted positive interactions with Kitsap 911. Some examples of the responses we've received are included on the right.

If any part of a survey response is below average, we work with the supervisor's group to review the call and take action as necessary.

We sincerely appreciate our community's feedback, as it helps us enhance our services and better serve Kitsap County. We also extend our gratitude to our dedicated employees for their commitment to providing professional and compassionate assistance every day.

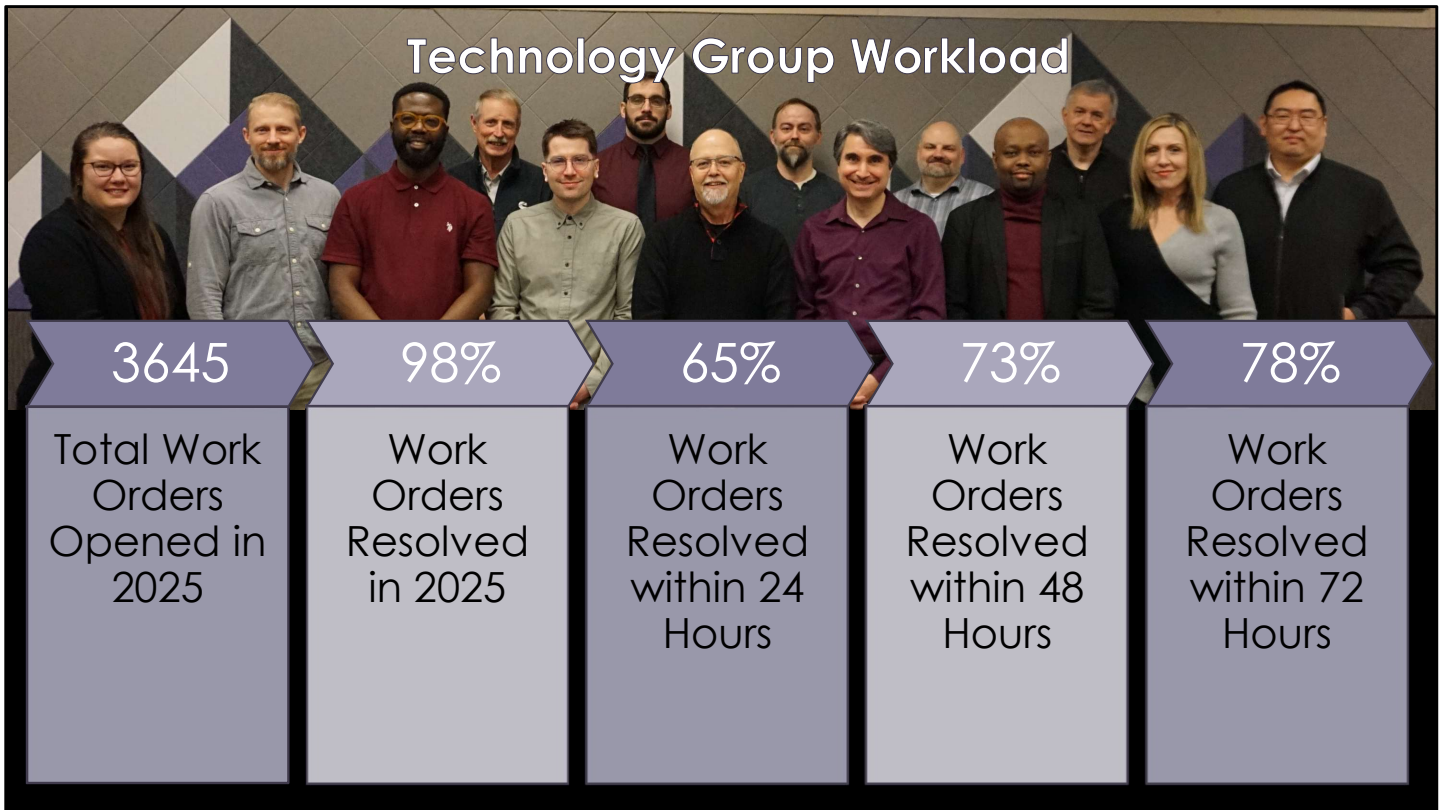


For public disclosure requests we increased 14% going from 2,656 to 3,038 in 2025.

- The increase was due to a continued increase in the number of requests from the prosecutors' office. (2315)

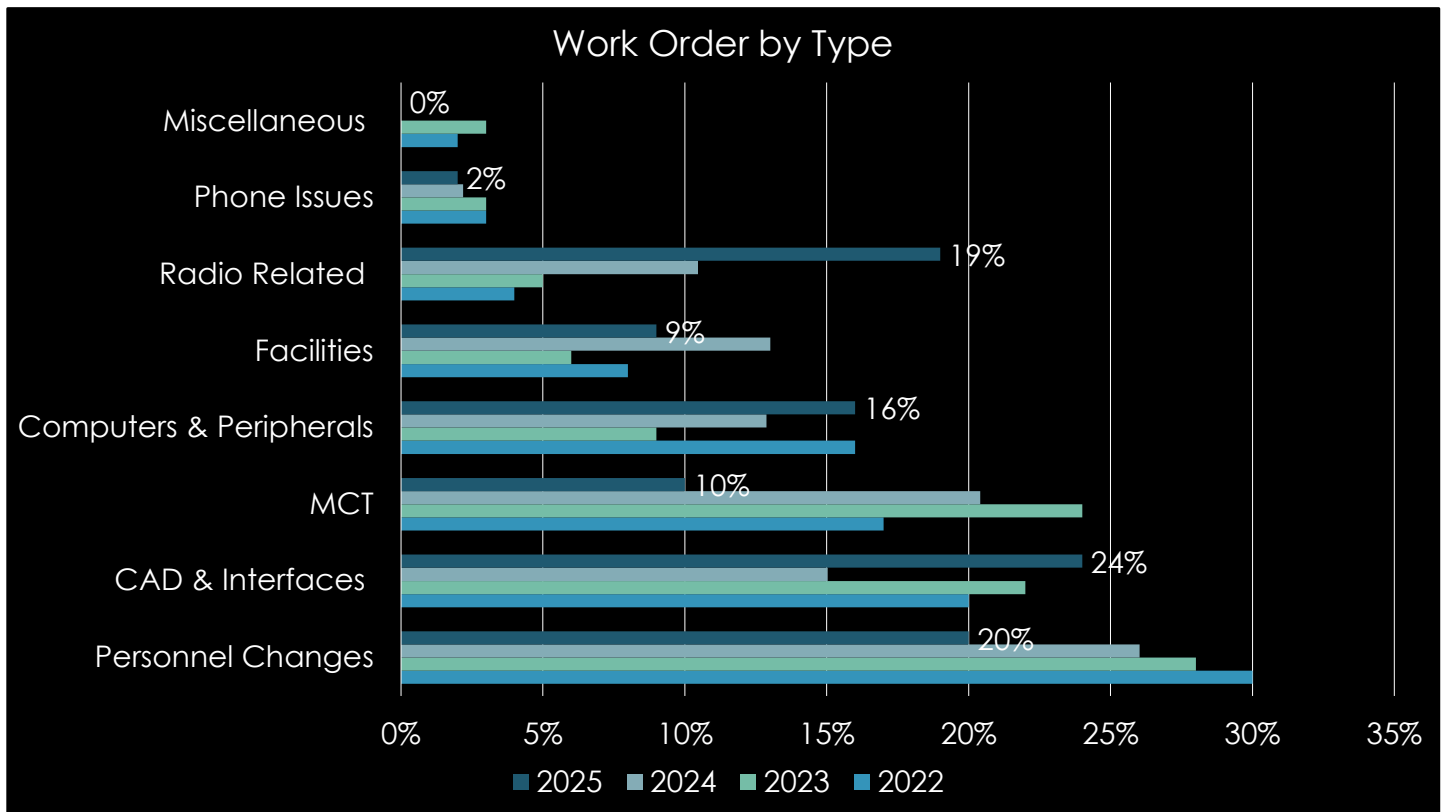
83.5% of all requests were completed within 3 days.

This is down from 97.5% in 2024. This reduction of completion time is the result of two primary factors. The first being we are completing more PDR work with the same number of full time employees. The second is that recent changes to PDR laws required additional analysis of each document for potential redaction prior to release which has increased the time needed for each request.



Our Technology Group is staffed with a technology manager, a radio program manager, 12 technicians and 2 extra help employees.

- 3,645 workorders were received in 2025, up from 2283 in 2024
 - This 59% increase is the direct result of last year's improvement process for the helpdesk to ensure a ticket is entered for all work performed, and as you will see in the next set of metrics that the ticket resolution times remained in line with last year despite the increased ticket counts
- Of the 3,645 workorders that were received, 98% were resolved in 2025
 - 65.33% of those were resolved within 24 hours
 - 73.37% within 48 Hours
 - and 78.04% within 72 hours.



Looking at total work orders by type:

- Radio issues increased to 19% up from 10% in 2024
 - This increase is a direct result of the new mobile and portable radio installations taking place last year
- Personnel changes for Kitsap 911 and our member agencies accounted for 20%, down from 26%
- CAD, Interfaces, and Remote 911 issues accounted for 24%, up from 15%
 - This increase is a result of multiple new interfaces added last year including CAD to CAD with South Sound 911 and increased usage of our Remote 911 system
- MCT issues decreased to 10% down from 20%
 - This continues to be a result of our streamlined imaging process and the new MCT hardware
- The remaining 23% were spread out among computer, facility, phone and miscellaneous issues.
 - The increase in Facilities and Computer work remained high due to all the console and dispatch floor remodel work

System Reliability	
CAD	99.985%
Text to 911	100%
Radio	99.717%
MCT	100%
911 Phone System	100%
Fire Alerting	99.711%
Critical errors (yearly average)	
	0
State Hub upload frequency (yearly average)	
	30 days
System Reliability Goal: 99.999%	

Looking at critical system reliability, our goal is: All systems functional and accurate 99.999% of the time also known as 5 Nines, we have set the goal at 5 Nines because in the world of technology 100% is a commonly unachievable.

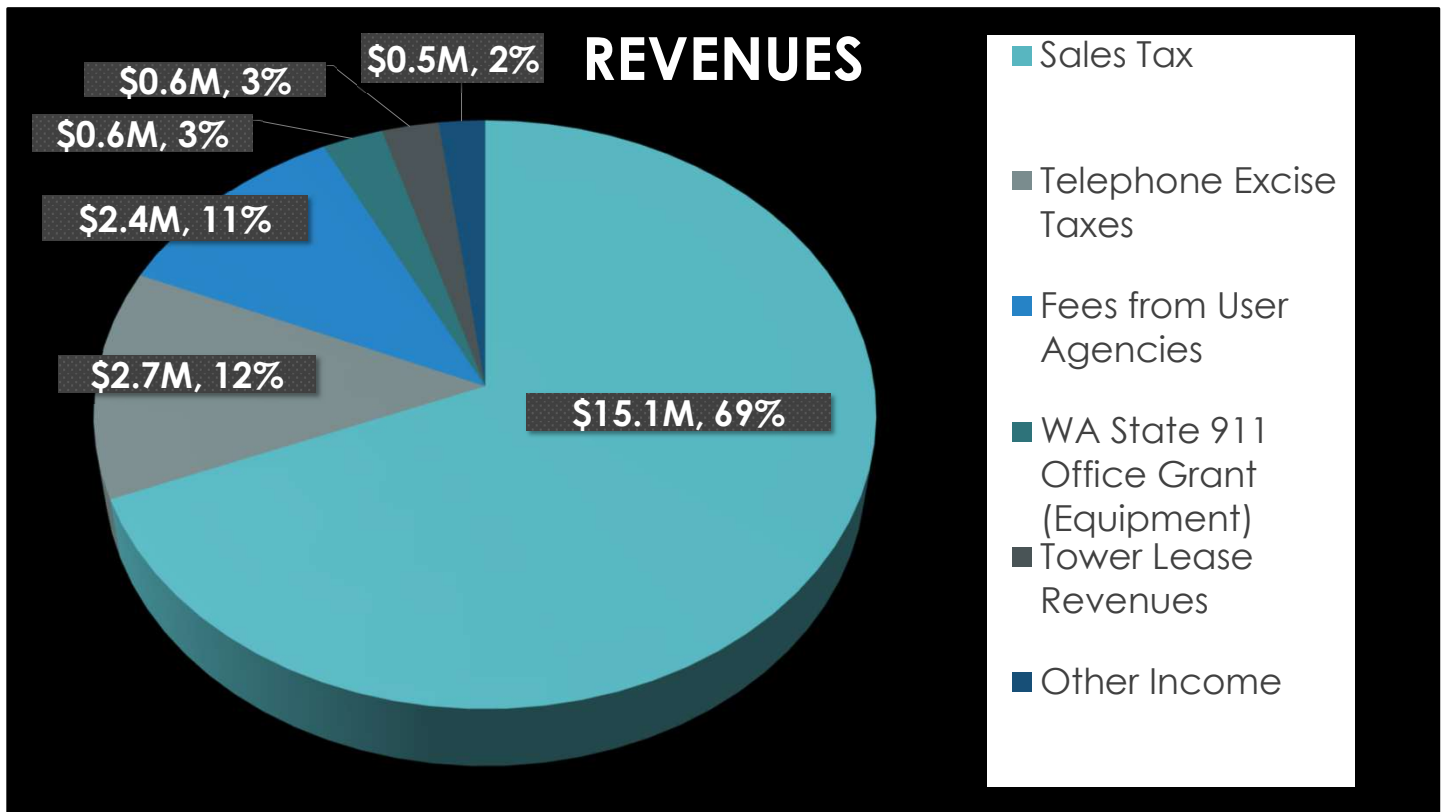
We met this goal for Text to 911, MCTs, and the 911 phone system in 2025, but we fell short of this goal in 2025 in a few areas.

We were at 99.985% for CAD due to a server crash

Radio reliability came in at 99.717% primarily due to unplanned single channel outages

Fire Alerting reliability was 99.71% due to a County network outage and unplanned system issues.

We are doing an exceptional job on map accuracy as reported at the bottom of the slide



For the next two slides we are going to take a look at finance and will be starting with Revenues.

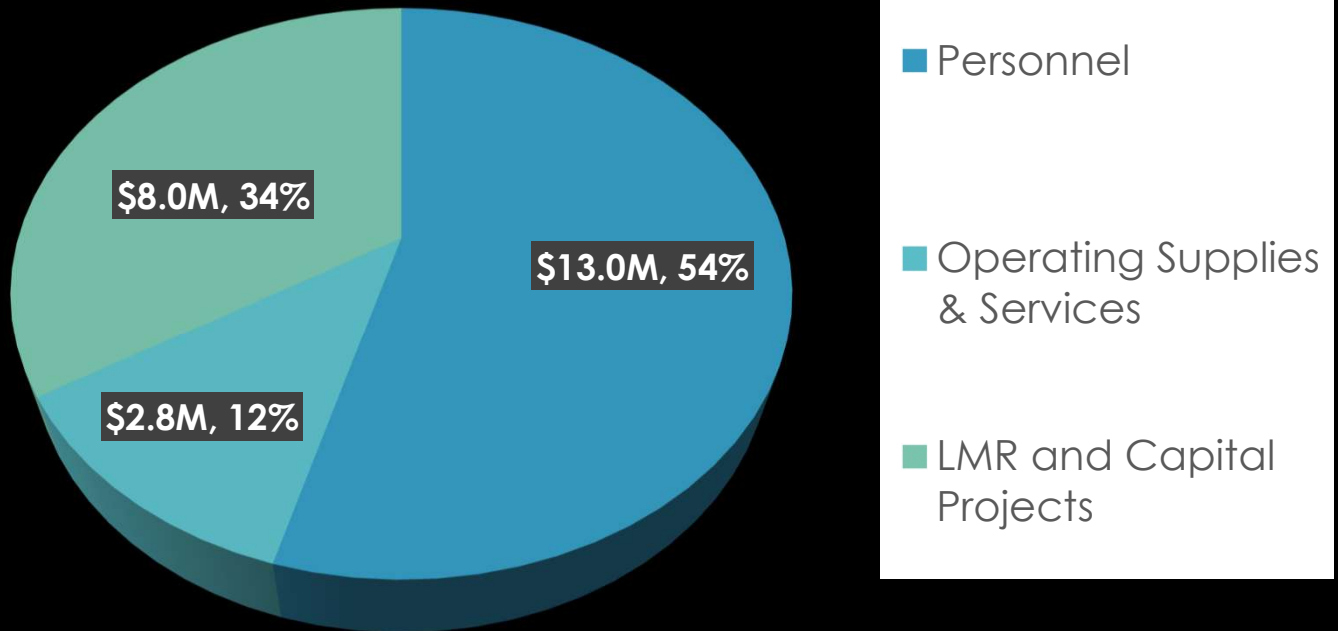
The primary source of regular revenues for Kitsap 911 is dedicated 911 taxes. In 2025, we received approximately \$15M from sales tax and \$2.7M from excise tax

In June 2022, we began receiving a second 1/10th of 1% allocation of sales tax through Proposition 2, which Kitsap County voters passed in November 2021; these funds are accounted for separately from our other sources of revenue. During 2025, we received approximately \$7.5M from Proposition 2, and is assigned exclusively for use on our Radio Replacement Project and other non-operating tech initiatives.

We receive revenues for dispatching fire, law enforcement, and emergency medical calls. In 2025, we received approximately \$2.42M (11%) from our member agencies for providing these services.

We also receive revenues by leasing space on our radio towers. In 2025, we received approximately 560k (3%) from these contract partners.

Expenditures



Now we move on to expenditures,
In 2025, Kitsap 911's Operating budget was \$18.1M
Of this we expended approximately \$12.96M in personnel costs
And \$2.9M in other operating supplies and services

The LMR Project and other capital projects totaled approximately \$8M

IF ASK - \$7.9M was spent on LMR via Prop2 revenue

We received yet another successful audit report from the Office of the Washington State Auditor, bringing our streak to 9 years! They audited 2025 and they gave us clean opinions for both the Accountability and Financial Statement portions we also wrapped up under budget and without so much as a recommendation for something we could improve upon!



Thank you all for your interest in Kitsap 911's 2025 Performance Measure presentation. The importance of these performance measures cannot be overstated.

I would like to wrap up by highlighting a few key performance measures achieved during 2025:

- Average Call Answer time was 2.9 Seconds
- We hired 14 new employees
- We retained 84.6% of probationary employees
- 22% of our external inquiries were Kudos
- 97.6% of surveys were Positive
- And we have a 9 year streak of clean audits

These serve to highlight the results of our goals as an organization and showcase the results of our continuous improvement and strategic positioning processes.



This completes Kitsap 911's 2025 Performance Measure presentation.

Before I wrap up does anyone have any questions or comments they would like to discuss?