Kitsap 911 Board of Directors Meeting

December 1, 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	Employee of the 3rd Quarter	(English)	
	Action Items (These would be items previously discussed and/or routine items ready for action. Click blue text to view)		
6	Approval of Resolution 2026-006 – Adopting Wage Ranges for Unrepresented Employees	(English)	*Page 3*
7	Approval of Resolution 2026-007 – Adopting the 2027 Board of Director's Meeting Schedule	(English)	*Page 10*
	Discussion Items (New items not previously discussed, not ready for action.)		
8	2027 Chair & Vice Chair Elections Planning	(English)	*Page 14*
9	2027 Board Retreat Planning	(English)	*Page 15*
10	2027 Virtual Meeting Platform	(English)	*Page 16*
11	Resolution 2026-008 – Declaring Certain Property as Surplus	(Rogers)	*Page 17*
12	Strategic Initiative #5 Progress Report	(Parker)	*Page 27*
13	Strategic Initiative #1 Progress Report	(Hillman)	*Page 31*
	Standing Reports (As Time Permits)		
14	Strategic Advisory Board	(Chief LaGrandeur)	
15	Land Mobile Radio Report	(Peabody)	
16	Monthly Finance Report	(Rogers)	*Page 34*
17	Tech and Goals Update	(Cole)	*Page 41*
18	Staffing Report	(Taylor)	*Page 43*
19	Up-Coming Items ○ Action - Board Restructure (Jan)		

- Action – Board Virtual Meeting Platform (Jan)
- Action – Chair/Vice Chair Elections (Jan)
- Action – Approval of Board Retreat Plan (Jan)
- Discussion – Collective Bargaining Negotiations Intro (Jan)
- Closed Session – Collective Bargaining (Feb)
- Special Meeting – Annual Retreat (Mar)
- Discussion – Performance Measures (Mar)

20 Good of the Order (All)

21 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 November 30, 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

December 1, 2026 (12:30 to 2:00)

Agenda Item #6

Agenda Item:	**Approval of Resolution 2026-006 – Adopting Wage Range for Unrepresented Employees Salary Schedule and Longevity Bonus**
Submitted By:	Jay English
Title:	Executive Director
Attachments:	Unrepresented Salary Schedule at 3% COLA and Longevity Bonus terms

Budgetary Impact (If Applicable) $

Budgeted Amount:	$70,000
Expenditure Required:	$70,000
Budget Category:	Labor

Reviewed By:	Brandon Wecker, Donno Cole, Rachael Taylor, Steve Rogers
Reviewed Date:	November 24, 2026

Summary Statement:

At the end of each fiscal year, the Board of Directors approves the upcoming year's salary schedule for unrepresented employees, including Admin, Management, and Extra Help. This increase is a Cost-of-Living Adjustment (COLA), intended to maintain employees' purchasing power in line with inflation, rather than a change in base salary or merit-based pay.

Historically, the COLA recommendation for unrepresented employees aligns with increases provided to represented employees under their Collective Bargaining Agreements (CBAs). For reference, the Operations (Ops) CBA provides a COLA increase in January 2027 between 2% and 4%, and the Technical Group (TSG) CBA provides a COLA of 2% and 3%, both based on the Consumer Price Index (CPI) in October. While the October CPI number has not been released as of the date above, for the first six months of the year, CPI has been trending at 4.4%.

Year-to-date CPI trends are expected to continue, which would result in a capped COLA increase of 3% or 4%, for TSG and Ops, respectively. For unrepresented employees, we are recommending a COLA aligned with that of TSG.

The total cost of the 3% COLA for the unrepresented employees is approximately $53K. As for the longevity bonus, the total cost is approximately $17K (using the TSG CBA as a basis); both the COLA and a longevity bonus were included in the 2027 budget.

Recommendation:
Move to approve Resolution 2026-006 Adopting Wage Ranges and Longevity Bonus for Unrepresented Employees as presented.

Unrepresented Employees Salary Schedule – 3% COLA

Table 1 – 2026 Management Salary Ranges and Positions

Salary Ranges by Level		Minimum		Maximum	
Level	Position	Annually	Hourly	Annually	Hourly
M5	Executive Director	175,000.00	84.13	255,000.00	122.60
M4	Deputy Director	177,626.25	85.40	239,795.44	115.29
M3		161,673.55	77.73	218,259.29	104.93
M2	TSG Manager	158,594.55	76.25	214,102.64	102.93
M1	ADO | Finance Manager | HR Manager	141,602.40	68.08	191,163.24	91.91

Salaries by Position		Salary		% of Maximum
Level	Position	Annually	Hourly	
M5	Executive Director	215,009.60	103.37	84%
M4	Deputy Director	239,795.43	115.29	100%
M2	TSG Manager	214,094.40	102.93	100%
M1	ADO	186,992.00	89.90	98%
M1	Finance Manager	191,163.23	91.91	100%
M1	HR Manager	191,163.23	91.91	100%

Table 2 – 2027 Management Salary Ranges and Positions

Salary Ranges by Level		Minimum		Maximum	
Level	Position	Annually	Hourly	Annually	Hourly
M5	Executive Director	180,250.00	86.66	262,650.00	126.27
M4	Deputy Director *	177,626.25	85.40	239,795.44	115.29
M3		166,523.76	80.06	224,807.07	108.08
M2	TSG Manager	163,352.39	78.53	220,525.72	106.02
M1	ADO | Finance Manager | HR Manager	145,850.47	70.12	196,898.14	94.66

Salaries by Position		Salary		% of Maximum
Level	Position	Annually	Hourly	
M5	Executive Director	221,459.89	106.47	84%
M4	Deputy Director *	239,795.43	115.29	100%
M2	TSG Manager	220,517.23	106.02	100%
M1	ADO	192,601.76	92.60	98%
M1	Finance Manager	196,898.13	94.66	100%
M1	HR Manager	196,898.13	94.66	100%

*This salary and wage scale for this position has been frozen until 2029 (Resolution 2026-001)

Unrepresented Employees Salary Schedule – 3% COLA

Table 3 – 2026 Unrepresented Admin and Technical Staff

Hourly Wages		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Grade	Position Title		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Admin 1	Administrative Specialist	38.26	40.18	42.16	44.30	46.53	48.83	51.28
Admin 2	Executive Assistant	45.63	47.91	50.26	52.81	55.46	58.22	61.14

Hourly Rates by Position				
ID	Position	Group	Hourly	FTE
PMRE 1	Radio Program Manager	TSG	102.94	0.80
RPA 1	Radio Program Assistant	TSG	80.81	-
TECMAN	Technology Specialist	TSG	81.13	-

Table 4 – 2027 Unrepresented Admin and Technical Staff

Hourly Wages		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Grade	Position Title		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Admin 1	Administrative Specialist	39.41	41.38	43.45	45.62	47.90	50.30	52.82
Admin 2	Executive Assistant	47.00	49.35	51.82	54.41	57.13	59.99	62.99

Hourly Rates by Position				
ID	Position	Group	Hourly	FTE
PMRE 1	Radio Program Manager	TSG	106.03	0.80
RPA 1	Radio Program Assistant	TSG	83.23	-
TECMAN	Technology Specialist	TSG	83.56	-

Attachment 2 – Longevity Bonus

Table 5 – Longevity Bonus from the 2026-2027 Operations Contract

Section 14.06 Longevity Bonus. Longevity Bonus will be calculated at 1.5% of all compensation. Employees who have completed 2 years of employment will receive an annual payment in the first full paycheck in January 2027 and 2028 based on completing the qualifying year.

With this treatment, the total estimated cost for eligible unrepresented employees would be approximately **$23K**.

Table 6 – Longevity Bonus from the 2026-2028 TSG Contract

Section 14.03 Longevity Bonus. Longevity Bonus will be calculated on base salary/hours Employees will receive an annual payment in the first full paycheck in January based on completing the qualifying year.

Completed Years of Service as of January 1.
After 3 years of service 0.75%
After 5 years of service 1.0%
After 10 years of service 1.25%
After 15 years of service 1.75%
After 20 years of service 2.25%

With this treatment, the total estimated cost for eligible unrepresented employees would be approximately **$17K**.

Kitsap 911 Public Authority
Resolution 2026-006

Adopting Wage and Salary Ranges and Longevity Bonus for Unrepresented Employees.

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

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

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

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

Section 1. Wage Scales. The salary and wage scales in Attachment 1 from Resolution 2026-001 is repealed and the salary and wage scales in Attachment 1 of this resolution are adopted. All wage and salary compensation of Kitsap 911 unrepresented employees shall be in accordance with this Salary and Wage Scale Schedule and any future amendments thereto.

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

Section 3. Longevity Bonus. Unrepresented employees will be granted the longevity bonus based on the conditions outlined in Attachment 2.

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

Section 4. Effective Date. This resolution shall become effective January 8, 2027.

MOVED AND PASSED at a regular meeting of the Kitsap Board of Directors on December 1, 2026 of which all Directors were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS

_____
Dave Ellingson, Board of Directors CHAIR
ATTEST:

_____
Ken Bagwell, General Counsel

Attachment 1 - Unrepresented Employees Salary Schedule - 3% COLA

Table 1 – 2027 Management Salary Ranges and Positions

Salary Ranges by Level		Minimum		Maximum	
Level	Position	Annually	Hourly	Annually	Hourly
M5	Executive Director	180,250.00	86.66	262,650.00	126.27
M4	Deputy Director *	177,626.25	85.40	239,795.44	115.29
M3		166,523.76	80.06	224,807.07	108.08
M2	TSG Manager	163,352.39	78.53	220,525.72	106.02
M1	ADO | Finance Manager | HR Manager	145,850.47	70.12	196,898.14	94.66

Salaries by Position		Salary		% of
Level	Position	Annually	Hourly	Maximum
M5	Executive Director	221,459.89	106.47	84%
M4	Deputy Director *	239,795.43	115.29	100%
M2	TSG Manager	220,517.23	106.02	100%
M1	ADO	192,601.76	92.60	98%
M1	Finance Manager	196,898.13	94.66	100%
M1	HR Manager	196,898.13	94.66	100%

*This salary and wage scale for this position has been frozen until 2029 (Resolution 2026-001)

Table 2 – 2027 Unrepresented Admin and Technical Staff

Hourly Wages		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Grade	Position Title		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Admin 1	Administrative Specialist	39.41	41.38	43.45	45.62	47.90	50.30	52.82
Admin 2	Executive Assistant	47.00	49.35	51.82	54.41	57.13	59.99	62.99

Hourly Rates by Position				
ID	Position	Group	Hourly	FTE
PMRE 1	Radio Program Manager	TSG	106.03	0.80
RPA 1	Radio Program Assistant	TSG	83.23	-
TECMAN	Technology Specialist	TSG	83.56	-

Attachment 2 – Unrepresented Employees Longevity Bonus

For all eligible, unrepresented employees, a longevity bonus will be calculated based on base compensation. Eligible employees will receive an annual payment on the first full payroll in January upon completion of the applicable years of service.

Completed Years of Service as of January 1

- 3 years of service: 0.75%
- 5 years of service: 1.00%
- 10 years of service: 1.25%
- 15 years of service: 1.75%
- 20 years of service: 2.25%

Kitsap 911 Public

Authority Resolution

2026 - 001

Resolution Amending the 2026 Unrepresented Employees Wage Scale

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

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

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

WHEREAS, the parties have successfully engaged in contract negotiations and all other requirements of the conditional offer have been met,

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

Section 1. The Board of Directors amends the Executive Director Wage Scale. This Resolution amends Resolution 2026-009 Attachment 1, Table 1 for the Executive Director Wage Scale and replaces it with Attachment 1 to this Resolution. On April 7, 2026, the Board of Directors approved a new wage scale for the incoming Executive Director of $175,000 to $255,000.

Section2. The Board of Directors amends the Assistant Director of Operations Job Classification. This Resolution amends Resolution 2026-009 Attachment 1, Table 1 for the Assistant Director of Operations Job Classification from M2 to M1.

Section 3. The Board of Directors freezes the Deputy Director's Wage Scale. This Resolution freezes the Deputy Director's wage scale at $177,626.25 to $239,795.44 for two years when the next compensation study is conducted in 2028.

Section 4. Effective Dates. The amended Executive Director wage scale is effective September 28, 2026. The Assistant Director of Operations Job reclassification is effective as of April 7, 2026. The Deputy Director's salary scale freeze is effective as of April 7, 2026.

Section 5. Severability**.** If any provision of this Resolution or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Resolution which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Resolution are declared to be severable.

Section 6. Ratification of Decisions. By signing this Resolution, the Board of Directors approves any decisions made in accordance with the resolution prior to the adoption of the resolution.

MOVED AND PASSED at a meeting of the Kitsap 911 Executive Committee on August 4, 2026, of which all Executive Committee Members were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS,

_____

Dave Ellingson, Chair

ATTEST

_____

ATTACHMENT 1 – Amended Unrepresented Employees Wage Scale – Managers

2026 Management Pay Scales with 3% COLA Effective 08-04-2026					
	Minimum			**Maximum**	
Position	**Annually**	**Hourly**		**Annually**	**Hourly**
Executive Director	$ 175,000.00	$ 84.13		$ 255,000.00	$ 122.57
M4 - Deputy Director (FROZEN 2Years)	$ 177,626.25	$ 85.40		$ 239,795.44	$ 115.29
M3 - Vacant	$ 161,673.55	$ 77.73		$ 218,259.29	$ 104.93
M2 - Tech Manager	$ 158,594.55	$ 76.25		$ 214,102.64	$ 102.93
M1 – Assist. Dir of Ops, HR & Finance Mgrs	$ 141,602.40	$ 68.08		$ 191,163.24	$ 91.91

Board of Directors Discussion Item Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #7

Agenda Item:	**2027 Board of Directors Meeting Calendar**
Submitted By:	Jay English
Title:	Executive Director
Attachments:	Calendar

Budgetary Impact (If Applicable)

Budgeted Amount:	N/A
Expenditure Required:	N/A
Budget Category:	Finance

Reviewed By:	Brandon Wecker, Barrie Hillman
Reviewed Date:	November 24, 2026

Summary Statement:

The 2027 Board of Director's Meeting Calendar has been attached for approval and mirrors the 2026 Meeting Calendar.

Recommendation:

Move to approve Resolution 2026-007 - 2027 Board of Directors Meeting Calendar as presented.

SUPER TUESDAY 2027 SCHEDULE

(with a break from 12:00-12:30 p.m.)

Kitsap Transit	Kitsap Public Health	Emergency Management	Kitsap 911	KRCC

January 5th

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-3:15	Emergency Management

February 2nd

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-4:15	KRCC

March 2nd

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)

April 6th

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-3:15	Emergency Management

May 4th

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-4:15	KRCC

June 1st

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)

July 6th

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-3:15	Emergency Management

August 3rd (typically no meeting, if approved by board)

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)

September 7th

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-3:15	Emergency Management

October 5th

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-4:15	KRCC

November 2nd

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-4:15	KRCC

December 7th

8:30-10:00	Kitsap Public Health
10:30-12:00	Kitsap Transit
12:30-2:00	Kitsap 911 (L)
2:15-4:15	KRCC

NOTES:

(L) Boards in the 12:30 timeslot typically provide lunch for the board. Recommend having lunch delivered at 12:00 p.m. so board members can eat while the 12:30 agency sets up for their meeting.

Kitsap 911 Public Authority
Resolution 2026-007

Establishing the Kitsap 911 Board of Directors Meeting Schedule for 2027

WHEREAS, on April 25, 2016 the Board of County Commissioners enacted an ordinance adopting chapter 2.110 of the Kitsap County code, creating the Kitsap 911 Public Authority; and

WHEREAS, the Kitsap 911 Charter established the Kitsap 911 Board of Directors; and

WHEREAS, the ordinance, charter, and bylaws require the board to meet regularly, but not less than four times a year; and

WHEREAS, meetings of the Kitsap 911 Board of Directors must comply with 42.30 RCW (the Open Public Meetings Act); and

WHEREAS, 42.30.070 RCW states "The governing body of a public agency shall provide the time for holding regular meetings by ordinance, resolution, bylaws, or by whatever other rule is required for the conduct of business by that body.

Section 1. Meeting Schedule The following Kitsap 911 Board of Directors meeting schedule is adopted; all meetings are planned to be hybrid with a virtual option and in-person option at the Norm Dicks Government Center, Council Chambers.

January 5, 2027	12:30-2:00 Regular Meeting
February 2, 2027	12:30-2:00 Regular Meeting
March 2, 2027	12:30-2:00 Regular Meeting
April 6, 2027	12:30-2:00 Regular Meeting
May 4, 2027	12:30-2:00 Regular Meeting
June 1, 2027	12:30-2:00 Regular Meeting
July 6, 2027	12:30-2:00 Regular Meeting
August 3, 2027	12:30-2:00 Regular Meeting (typically cancelled)
September 7, 2027	12:30-2:00 Regular Meeting
October 5, 2027	12:30-2:00 Regular Meeting
November 2, 2027	12:30-2:00 Regular Meeting
December 7, 2027	12:30-2:00 Regular Meeting

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

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

MOVED AND PASSED at a regular meeting of the Kitsap 911 Board of Directors on December 1, 2026 of which all Directors were notified and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS

Chair of the Board **Date**

ATTEST:

Executive Director **Date**

Board of Directors Discussion Item Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #8

Agenda Item:	**2027 Chair & Vice Chair Elections Planning**
Submitted By:	Jay English
Title:	Executive Director
Attachments:	None

Budgetary Impact (If Applicable)

Budgeted Amount	N/A
Expenditure Required:	N/A
Budget Category:	N/A

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

Summary Statement:

Kitsap 911's Bylaws called for the election of the Chair and Vice Chair at the first meeting of the year which will be January 5, 2027. Annually it is recommended that the Board mindfully plan for this election by discussing interest in the position among its members.

Recommendation:

Discuss the Chair and Vice Chair Elections.

Board of Directors Discussion Item Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #9

Agenda Item:	**Board Retreat Planning**
Submitted By:	Jay English
Title:	Executive Director
Attachments:	None

Budgetary Impact (If Applicable)

Budgeted Cost:	N/A
Expenditure Required:	N/A
Budget Category:	N/A

Reviewed By:	Brandon Wecker, Steve Rogers, Barrie Hillman
Reviewed Date:	November 24, 2026

Summary Statement:

Executive Director, Jay English, is proposing that the 2027 Annual Board Retreat that creates an immersive experience of listening to actual calls and observing agency partners respond to simulated events at the Readiness Center next door to Kitsap 911. Additionally, the retreat will be an opportunity to discuss Next Generation 911 (NG911) and position Kitsap 911 to become a leader in that space.

To allow for some additional planning time and better weather, the goal is to host this as a special meeting in March 2027 with no outside facilitator.

Recommendation:

Provide feedback on the proposed Board Retreat topics.

Board of Directors Discussion Item Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #10

Agenda Item:	**2027 Virtual Meeting Platform**
Submitted By:	Jay English
Title:	Executive Director
Attachments:	None

Budgetary Impact (If Applicable)

Budgeted Savings:	$4,095.73
Expenditure Required:	N/A
Budget Category:	Finance

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

Summary Statement:

At the onset of COVID and the need to move to an online video conferencing platform, Kitsap 911 selected Zoom as the platform of choice for the Board of Directors and Strategic Advisory Board (SAB) meetings due to a lack of other viable options. In order to host the Board of Director's meeting in a webinar format that also allows for breakout rooms for Executive Sessions, Kitsap 911 must maintain two subscriptions: Zoom Workplace and Zoom Webinars Plus at an annual cost of $4,095.73. Zoom does not maintain a lower subscription level with the features necessary for these meetings.

Microsoft Teams now has the same capabilities as Zoom but at no additional cost to what we are already paying for Office 360.

Kitsap 911 is proposing to move to a TEAMS online video conferencing and webinar format starting January 2027 thus saving $4,095.73 each year.

The SAB is in favor of this decision.

Recommendation:

Provide feedback on moving to TEAMS for the Board of Director's meetings.

Board of Directors Discussion Item Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #11

Agenda Item:	**Certain Property Declared as Surplus**
Submitted By:	Steve Rogers
Title:	Finance Manager
Attachments:	Resolution 2026-008 and Exhibit 1

Budgetary Impact (If Applicable)

Budgeted Amount:	N/A
Expenditure Required:	N/A
Budget Category:	Finance

Reviewed By:	Jay English, Brandon Wecker
Reviewed Date:	November 24, 2026

Summary Statement:

Kitsap 911 conducts a comprehensive inventory of all assets annually in the fall. Through this process, and periodically throughout the year, Kitsap 911 identifies assets that should be removed from inventory because they are surplus, obsolete, or no longer operational. This Resolution declares the property listed in the attached exhibit to be surplus and authorizes Kitsap 911 to dispose of it in accordance with its internal policies.

Recommendation:

Provide feedback on Resolution 2026-008 Declaring Certain Property as Surplus as presented.

Kitsap 911 Public Authority

Resolution 2026-008

Declaring Certain Personal Property as Surplus to the Needs of Kitsap 911 and Removing Said Property from Inventory.

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

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

WHEREAS, Kitsap 911 Governing Directive 60 requires the Board of Directors to authorize the removal of surplus personal property/capital equipment from the inventory prior to disposal; and

WHEREAS, the Authority has determined that the personal property/capital equipment listed in Exhibit 1 is surplus to the needs of the Authority.

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

Section 1. Declaring Surplus Property. The Personal Property/Capital Equipment described in Exhibit 1 is no longer needed or necessary for the Authority's purposes and is declared surplus.

Section 2. Authorizing Disposal. The Executive Director is authorized to dispose of said property in accordance with Governing Directive 60.

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

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

MOVED AND PASSED at a regular meeting of the Kitsap 911 Board of Directors on December 1, 2026, of which all Directors were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS

_____

David Ellingson, Chair

ATTEST:

_____
Jay English, Executive Director

Assets By Status: Pending Approval to Remove (For Review)

	Asset Number	Category	Description	Manufacturer	Model	Serial #	Acquisition Date
Reason for Disposal/Retirement: End of Life							
	60209	Audio Visual Equip	Recorder, Digital Whiteboard (SmartBoard	Mimio	DMA-02, XI	1C647AD4	08/31/2004
	61047	Desktop Computer	Computer, Desktop (TECH1)	DELL	Optiplex 990	FL930R1	08/31/2011
	70074	DC POWER	DC POWER PLANT EQUIPMENT at 11 Sites	Eltek Energy, LLC	DC POWER	20051035	09/01/2005
	70107	Desktop Computer	Computer, Desktop, Dell (Was TRAVIS)	Dell	Optiplex 5040	HL4BFB2	04/08/2016
	70118	Printer	PRINTER, LASERJET, 1320N	HP	1320N	CNBC48V0J5	12/10/2004
	70131	Printer	PRINTER, LASERJET, 1320N	HP	1320N	CNHC57G1HM	12/10/2004
	70250	Desktop Computer	Computer, Desktop (SUPS1)	DELL	Optiplex 990	FL9G0R1	08/31/2011
	70271	Server	Server, Rack Mount, Dell	Dell	PowerEdge R730	40Q3W52	09/14/2015
	70272	Server	Server, Rack Mount, Dell	Dell	PowerEdge R730	40Q2W52	09/14/2015
	70277	Server	Server, HP, DL380 G7 (Admin1)	HP	DL380 G7	USE125N938	07/01/2011
	70279	Server	PROLIANT DL380 G4 SERVER (TRAINING)	HP	Proliant DL380 G4	USE619N5CV	05/12/2006
	70419	Laptop Computer	Computer. Laptop (TRNMGR)	Dell	Optiplex 7050	G48RXK2	09/25/2017
	70451	Server	Server, Rack Mount, Dell (K911NAS01)	Dell	PowerEdge R540	56QYLR2	01/01/2018
	70452	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F079CS2	11/26/2018
	70454	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F06DCS2	11/26/2018
	70456	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F07CCS2	11/26/2018
	70457	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F06BCS2	11/26/2018
	70459	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F05FCS2	11/26/2018
	70460	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F07DCS2	11/26/2018
	70461	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F088CS2	11/26/2018
	70463	Desktop Computer	Computer, Desktop, ACOM	Unknown	Unlisted/Unknown	F07FCS2	11/26/2018
	70464	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F06CCS2	11/26/2018
	70465	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F069CS2	11/26/2018
	70466	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F05GCS2	11/26/2018
	70467	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F07BCS2	11/26/2018
	70468	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F078CS2	11/26/2018
	70469	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F05CCS2	11/26/2018

	Asset Number	Category	Description	Manufacturer	Model	Serial #	Acquisition Date
	70470	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F05DCS2	11/26/2018
	70471	Desktop Computer	Computer, Desktop, ACOM	Dell	Optiplex XE3	F07GCS2	11/26/2018
	70518	Desktop Computer	Computer, Desktop, (TRN6)	Dell	Optiplex 7070	J8JJH13	02/12/2020
	70603	Desktop Computer	Dell computer (MAX Console 119)	Dell	950-1337	GZY9H63	10/29/2020
	70681	Desktop Computer	Computer, Micro for Remote Kit (RAP29)	Dell	Optiplex 5080	D3BH673	01/01/2020
	70684	Desktop Computer	Computer, Micro renamed DD-DT	Dell	Optiplex 5080	D38G673	01/01/2020
	70703	Laptop Computer	Laptop, Dell, was TSM01-LT (AT-10), SPARE 12/11/24	Dell	Latitude 9510	F7H7163	01/01/2020
	70707	Laptop Computer	Laptop, Dell, PSMT01-LT (AT-02)	Dell	Latitude 9510	1JF3163	01/01/2020
	70710	Laptop Computer	Laptop, Dell, PSST01-LT (AT-09)	Dell	Latitude 9510	DFH7163	01/01/2020
	70713	Laptop Computer	Laptop, Dell, DEPDIR01-LT (AT-05)	Dell	Latitude 9510	7S16163	01/01/2020
	70714	Laptop Computer	Laptop, Dell, HRAS01-LT (AT-08)	Dell	Latitude 9510	6SR7163	01/01/2020
	70730	Fixed Radios	Mobile Radio for ESCHAT, mounted in rack	Kenwood	NX3720HG	C0211344	04/21/2020
	70731	Fixed Radios	Mobile Radio for ESCHAT, mounted in rack	Kenwood	NX3720HG	C0211343	04/21/2020
	70738	Laptop Computer	Laptop, Dell, HRM01-LT (AT-06)	Dell	Latitude 9510	DZR4163	01/01/2020
	70848	Laptop Computer	Laptop, Dell, Silver	Dell	Latitude 9520	CGV96M3	02/14/2022

Total items in End of Life: 42

	Asset Number	Category	Description	Manufacturer	Model	Serial #	Acquisition Date
Reason for Disposal/Retirement: End of Life, Lost							
	60380	Radio Equipment	VHF BASE STATION, FIRE2	TAIT	TB8100	18028328	01/01/2011

Total items in End of Life, Lost: 1

	Asset Number	Category	Description	Manufacturer	Model	Serial #	Acquisition Date
Reason for Disposal/Retirement: End of Life, No Longer in possession							
	38792	DC POWER	DC Power System & Rack	Eltek	Unlisted/Unknown	93043100316	08/07/2009
	38972	DC POWER	DC Power System & Rack	Eltek	Unlisted/Unknown	102743000000.0	04/22/2010
	60022	Microwave Equipment	CONTROL ALARM UNIT, SUQUAMISH	Harris	201-099945-001	M0920817	06/01/2006
	60370	Radio Equipment	TONE REMOTE	TAIT	T8000	18007958	01/01/2006
	60745	Radio Equipment	TONE REMOTE	TAIT	TB800	18005515	01/01/2006
	61132	Microwave Equipment	MICROWAVE RADIO, LYNX HD 5.1 GHz 8T1	PROXIM LYNX	Unlisted/Unknown	235453	11/27/2012
	70045	Microwave Equipment	CONSTELLATION-10/11 NP (RADIO)	Harris	RC311AESANBBB23	A22061G1-A1	06/01/2006
	70049	Radio Equipment	DSX-1 JACKFIELD NEWBERRYtoSIMON PT	Telect	Unlisted/Unknown	2	04/12/2011

Total items in End of Life, No Longer in possession: 8

	Asset Number	Category	Description	Manufacturer	Model	Serial #	Acquisition Date
Reason for Disposal/Retirement: Other							
	61144	Radio Equipment	Router (In ICOM's rack)	Alcatel	7705	N5131867700	05/24/2013

Total items in Other: 1

	Asset Number	Category	Description	Manufacturer	Model	Serial #	Acquisition Date
Reason for Disposal/Retirement: Phasing out							
	70729	Fixed Radios	Mobile Radio for ESCHAT, mounted in rack	Kenwood	NX3720HG	C0211345	04/21/2020
	70732	Fixed Radios	Mobile Radio for ESCHAT, mounted in rack	Kenwood	NX3720HG	C0211393	04/21/2020

Total items in Phasing out: 2

	Asset Number	Category	Description	Manufacturer	Model	Serial #	Acquisition Date

Total assets in report: 54

Board of Directors Discussion Item Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #12

Agenda Item:	**Progress Report of Strategic Initiative #5** Enhancing Service Management and Efficiency
Submitted By:	Jana Parker
Title:	Assistant Director of Operations
Attachments:	

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

Reviewed By:	Jay English, Rachael Taylor, Steve Rogers
Reviewed Date:	November 24, 2026

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

Focus Areas:

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

Workplan:

Managing Service Complexity

- **Action 1**: Evaluate current service level expectations and adjust based on workforce capacity and operational priorities. This includes incorporating data from staffing trends, overtime analysis, and employee feedback from Stay Interviews to ensure service delivery is sustainable.
  - **Timeline**: Annually
  - **Progress: We've scheduled Stay Interviews with operations employees that began in September and scheduled through January 2027. We will identify trends, gather employee feedback and address opportunities for improvement. Additionally, we**

have received positive feedback regarding the reduction in mandatory overtime. Compared to the same time last year, mandatory overtime has decreased by approximately 1,000 hours, reflecting ongoing efforts to improve employee well-being and work-life balance.

Enhancing Call and Workflow Management

- **Action 1:** Launch a new non-emergency phone number by the end of 2025 to divert lower priority calls away from emergency lines. This effort will reduce call congestion and provide the public with a clearly defined alternative.
    - **Timeline:** Q2 2026
    - **Progress: We successfully launched our non-emergency line on May 18th, 2026. Ava, our AI non-emergency line, receives approximately 2,600 calls per month. Of those calls, Ava gathers information for 31% which is then reviewed by a dispatcher before law enforcement is dispatched. Additionally, approximately 20% of callers are directed to more appropriate resources, helping ensure the community receives the right assistance while allowing our call receivers to remain available for emergency 911 calls.**
- **Action 2:** Research and evaluate AI-driven technologies and workflow automation solutions, including smart routing of calls based on urgency or caller needs.
    - **Timeline:** Research in Q2-Q3 2025; Pilot evaluation in Q1–Q2 2026
    - **Progress: This action has been folded into Action 1 and is completed.**
- **Action 3:** Research and evaluate paperless options to increase efficiency and reduce waste with regard to technology and workflow procedures.
    - **2025 Deliverable TSG–** Paperless Inventory Process
    - **2025 Deliverable Operations-** Paperless data entries for agencies we serve.
    - **Timeline:** Research in Q2 2025; Pilot evaluation in Q3–Q4 2025, with annual review process for improvements.
    - **Progress: We have been researching solutions for a more efficient digital fax system. To ensure alignment with future technology systems, we have paused further testing and implementation while we gather additional information for personal account management within the new CAD system scheduled for late 2027.**

Public Education & Alternative Resources

- **Action 1**: Increase public awareness of 911 alternatives through a strategic outreach campaign focused on the new non-emergency line and available self-service resources. Efforts will include social media, agency partnerships, and event-based outreach.
    - **Timeline:** Launch Q3 - Q4 2025- delayed; Launch Q2-Q3 2026, campaigns ongoing annually
    - **Progress: Our Public Education expanded its community outreach by attending local Farmers Markets over the past several months to increase awareness of 911 services and alternative resources available. The response from the community was positive and we plan to continue participating in Farmers Markets in addition to our annual outreach events.**

- **Action 2:** Develop educational materials and events to inform the community about the role of Kitsap 911, how emergency dispatch functions, and why certain protocols exist. This will

help manage public expectations and promote more appropriate use of services

- **Timeline:** Ongoing, with annual evaluations.
- **Progress: PEC has expanded its involvement in developing social media content and established a plan to publish monthly educational posts beginning in 2027. In addition, we have been enhancing the Kitsap 911 website with new resources, including family-friendly activities that can be printed and used to teach children about the appropriate use of 911.**

Success Measurement:

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

Conclusion:

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

Progress Summary:

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

In support of Managing Service Complexity, Stay Interviews have provided valuable insights into employee experiences and helped identify opportunities for improvement within Operations. In early 2026, feedback revealed a need for increased interaction between supervisors and employees. In response, supervisors implemented more frequent check-ins and began completing selected admin tasks on the dispatch floor to increase their visibility and accessibility. We have continued this effort by scheduling Stay Interviews with all Operations employees, that began in September and will continue through January. Additionally, we have received positive feedback with the reduction of overtime. Compared to the same time frame last year, overtime has decreased by approximately 1,000 hours, reflecting our ongoing commitment to improving employee overall well-being and retention.

For Enhancing Call and Workflow Management, we launched our non-emergency number in May and received nearly 18,000 calls since implementation. Approximately 20% of these calls are redirected to more appropriate resources, helping call takers remain available to respond to emergencies. Additionally, 31% of calls, Ava, our AI non-emergency call taker, is able to collect the necessary information and forward it to a dispatcher for review before a law enforcement response is initiated. We continue to refine call-routing processes to improve efficiency and effectiveness for our call takers, dispatchers and the community.

Our Public Education Committee continues to participate in our annual community events, and expanded outreach efforts in recent months by attending local Farmers Markets. The response was well received by the community, and we plan to continue participating in these events moving forward. The committee has also developed new content for the Kitsap 911 website, including family-friendly activities that can be printed and used to teach children about the appropriate use of 911. Additionally,

a 2027 content calendar has been established to support the release of at least one educational post each month across our social media platforms, further enhancing community awareness and education.

Board of Directors Discussion Item Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #13

Agenda Item:	**Progress Report of Strategic Initiative #1 Board Education, Alignment, and Structure Review**
Submitted By:	Barrie Hillman
Title:	Executive Assistant
Attachments:	

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

Reviewed By:	Brandon Wecker, Steve Rogers, Jay English
Reviewed Date:	December 1, 2026

Progress Report

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

Elements of this initiative are:

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

How We Will Accomplish:

Education

- **Action 1**: Provide new and existing board members with an overview of Kitsap 911's mission, services, and structure. Organize tours of the 911 center and shadowing opportunities to see operations firsthand.
    - **Timeline**: Onboarding for new members; annual refreshers for current members.
    - **Progress: On-going. All Board Members have a standing invitation to spend time observing and listening to live 911 calls with our Call Receivers and Dispatchers. New Board members will receive an on-boarding "notebook" bringing them up to speed on**

Board business and culture prior to their first meeting as well as be invited to meet with the Executive Director and observe on the operations floor.

- **Action 2**: Present key metrics (e.g., call volumes, response times, budget) regularly, using easy-to-understand visuals.
    - **Timeline**: Annually
    - **Progress: Complete. Performance Measures have been presented for 2026 and posted to the Kitsap 911 website.**
- **Action 3**: Keep the board informed on industry changes, technology, and regulatory updates. Highlight real-life examples of Kitsap 911's impact on the community and its services.
    - **Timeline**: Regularly in meetings.
    - **Progress: On-going. The new Executive Director met with 12 Board members individually in October 2026 for get-to-know-you meetings. In addition, the Executive Director met with 8 Strategic Advisory Board members individually at their sites in order to learn more about their operations and communities. These meetings are support information sharing and relationship building in order to best serve the communities.**

Alignment

- **Action 1**: Host at least one annual in-depth strategy workshop to align Board members around a shared vision and mission, address emerging challenges, external factors, and refine the Board's strategic direction, ensuring effective decision-making.
    - **Timeline**: Annual
    - **Action 2**: Encourage continuous engagement that fosters candid conversations and strengthens collaboration among Board members, member agencies, and staff.
    - **Timeline**: Ongoing
    - **In-Progress- On-going. The tentative plan for the 2027 Annual Board Retreat in March is to invite Board members and agency members to provide hands-on demonstrations of technology and equipment with the Board which will support both Action 3.**

Review Board Structure and Composition

- **Action 1**: Assess the current number of representatives from each agency to determine if the structure is equitable and reflective of the needs of Kitsap 911. Facilitate discussions with key stakeholders, including agency representatives and senior leadership, to understand their perspectives on the current structure. Use feedback from Board members and stakeholders to guide decision-making about any structural adjustments that may be needed.
    - **Timeline**: By the end of Q1 2026
    - **Progress: In-progress. The Board has issued the second 30-day notice that a proposed amendment to the Charter is being considered which go to vote at the January Meeting.**

- **Action 2**: Review best practices in governance for elected official Boards to determine if changes to the number of representatives, committee structures, or roles could improve efficiency and fairness.
    - **Timeline**: By the end of Q1 2027
    - **Progress: Vote taking place Jan 2027.**
- **Action 3**: Explore the possibility of restructuring the Board to more equitably balance representation from various agencies, ensuring it aligns with Kitsap 911's strategic needs.
    - **Timeline**: By the end of Q1 2027
    - **Progress: Vote taking place Jan 2027.**
- **Action 4**: Based on findings, recommend any adjustments to the Board structure, ensuring it enhances fairness, effectiveness, and the ability to make informed decisions.
    - **Timeline**: By the end of Q2 2026
    - **Progress: Complete.**
- **Action 5**: Create a clear action plan for implementing changes, including changes needed to charter and bylaws and communicate these adjustments to all stakeholders.
    - **Timeline**: Dependent on the outcome of the review.
    - **Progress: Complete.**
- **Action 6**: Set up a regular review process to evaluate the effectiveness of the new structure in promoting equitable representation and efficient decision-making.
    - **Timeline**: Dependent on the outcome of the review.
    - **Progress: Planned. The Board may adopt a resolution to review the structure periodically.**

Progress Summary

The Kitsap 911 Board of Director's has undertaken a heavy workload in 2026 with the hiring of the Executive Director and the consideration of a Board Restructure added to the traditional Board work plan. Their dedication to building a strong and effective Board with a productive relationship with Kitsap 911 leadership is evidence of their commitment to Strategic Initiative #1.

Executive Summary
Kitsap 911 Board of Directors
October 2026

Summary

For the current year-to-date period, revenues were above and operating expenditures were below expectations.

Revenues

To date, we have received approximately $18.56M (90.43%) of projected annual revenues (line 21), which was above our year-to-date forecast of $17.39M by approximately $1.17M (6.74%).

Sales Tax (Lines 2-3) – We have received approximately $13.01M (89.02%) of the total projected sales tax revenues, which was above our year-to-date forecast of $11.95M by approximately $1.05M (8.82%); half of this amount 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 $2.31M (84.46%) of the total projected excise tax revenues, which was above our year-to-date forecast of $2.28M by approximately $31K (1.35%).

Other Revenues (Lines 6-20) – We have received approximately $18.56M (90.43%) of the total projected for other revenues, which was above our year-to-date forecast of $3.16M by approximately $86K (2.73%), primarily driven by the timing of quarterly user fees.

Operating Expenditures

To date, we have expended approximately $14.67M (68.88%) of our total operating expenditures budget (Line 63), which was below our year-to-date expectation of $16.54M by approximately $1.87M (-11.32%).

Labor (Lines 22-34) – We have expended approximately $11.99M (77.85%) of our total operating salaries and benefits budget, which was under our year-to-date goal of $13.43M by approximately $1.44M (-10.76%). This is primarily driven by lower overtime than expected year-to-date, vacancies in budgeted positions, and other minor variances.

Goods and Services (Lines 35-62) – We have expended approximately $2.68M (45.45%) of our total non-labor operating expenditures budget, which was below our year-to-date goal of $3.11M by approximately $428K (-13.76%). This is primarily driven by new operating costs from the Radio Project, which were budgeted for during the year, but will likely not take effect until Q1 of 2027.

Executive Summary
Kitsap 911 Board of Directors
October 2026

Proposition 2-Funded Capital Project Expenditures

To date, we have expended approximately $4.25M (32.18%) of our total annual appropriation of $13.20M (Lines 64-68).

Other Capital Projects and Non-Operating Expenditures

To date, we have expended approximately $157K (57.02%) of our total annual appropriation of $276K (Lines 69-73).

Debt and Cash Reserves

Debt (Line 78) – To date, approximately $1.38M (13.82%) of the $10M in debt proceeds received has been expended, and the two semiannual debt service payments of $507K related to it are due in June and December.

Changes in Cash Balances (Lines 82-85) – Month over month, overall cash balances increased by approximately $236K (1.30%) to $18.34M. This balance includes both liquid cash and invested capital, comprised of Proposition 2 ($5.76M), unspent debt proceeds ($8.62M), and all other funding sources ($3.97M).

Stabilization Fund (Lines 86-90) – 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.

No reserve amounts have been used to date, and the Stabilization Fund was fully funded using non-Proposition 2 funds for the current month.

Labor Costs Reserve (Lines 91-97) – 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 the current year, the amount in reserve for such events is $476K.

While no reserve amounts have been used to date, the Labor Cost Reserve could not have been held separately from the Stabilization Fund as intended. To fully fund both reserves, approximately $131K would be needed from Proposition 2, debt proceeds, or other sources of funds.

Risks

A slowing economy poses the greatest risk to our revenues, since 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 October 31, 2026

		Actuals		YTD Variance			Total Remaining		
		October	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Revenues									
1	**Sales & Excise Taxes**								
2	Sales Tax	$ 681,223	$ 6,504,701	$ 5,977,475	$ 527,226	8.82%	$ 7,237,045	$ (732,344)	-10.12%
3	Sales Tax (Proposition 2)	681,223	6,504,701	5,977,475	527,226	8.82%	7,237,045	(732,344)	-10.12%
4	Telephone Excise Taxes	235,373	2,309,507	2,278,632	30,875	1.35%	2,734,359	(424,852)	-15.54%
5	**Total Sales & Excise Taxes**	**1,597,819**	**15,318,909**	**14,233,583**	**1,085,326**	**7.63%**	**17,208,449**	**(1,889,540)**	**-10.98%**
6	**User Fees**								
7	User Fees - Member Agencies	355,821	2,394,171	2,465,318	(71,147)	-2.89%	2,465,318	(71,147)	-2.89%
8	User Fees - Non-Member Agencies	-	15,512	53,138	(37,626)	-70.81%	53,138	(37,626)	-70.81%
9	Radio & MCT Repairs	-	4,071	103,903	(99,832)	-96.08%	124,684	(120,613)	-96.73%
10	**Total User Fees**	**355,821**	**2,413,754**	**2,622,359**	**(208,605)**	**-7.95%**	**2,643,140**	**(229,385)**	**-8.68%**
11	**State & Federal Funding**								
12	WA State E911 Program	-	80,200	40,100	40,100	100.00%	80,200	-	0.00%
13	WA Traffic Safety Commission	-	643	1,601	(958)	-59.85%	3,202	(2,559)	-79.92%
14	Other Grants	-	52,376	-	52,376	0.00%	-	52,376	0.00%
15	**Total State & Federal Funding**	**-**	**133,219**	**41,701**	**91,518**	**219.46%**	**83,402**	**49,817**	**59.73%**
16	**Other Revenues**								
17	Tower Lease Revenue	16,488	453,245	445,924	7,321	1.64%	535,109	(81,864)	-15.30%
18	Investment Interest	27,738	219,492	31,480	188,012	597.24%	37,776	181,716	481.03%
19	Other Misc Revenue	200	23,557	15,668	7,889	50.35%	18,801	4,755	25.29%
20	**Total Other Revenues**	**44,425**	**696,293**	**493,072**	**203,221**	**41.22%**	**591,687**	**104,607**	**17.68%**
21	**Total Revenues**	**$ 1,998,065**	**$ 18,562,175**	**$ 17,390,715**	**$ 1,171,460**	**6.74%**	**$ 20,526,678**	**$ (1,964,502)**	**-9.57%**

Kitsap 911 Public Authority

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

		Actuals			YTD Variance		Total Remaining		
		October	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Operating Expenditures - Payroll									
22	**Payroll - Admin & Operations**								
23	Salaries & Wages	$ 657,202	$ 7,387,631	$ 8,512,589	$ (1,124,959)	-13.22%	$ 10,060,333	$ (2,672,702)	-26.57%
24	Employment Benefits	151,592	1,702,839	1,881,809	(178,970)	-9.51%	2,223,956	(521,117)	-23.43%
25	State & Federal Taxes	70,948	620,139	733,350	(113,211)	-15.44%	866,686	(246,547)	-28.45%
26	**Total Payroll - Admin & Operations**	**879,743**	**9,710,608**	**11,127,748**	**(1,417,140)**	**-12.74%**	**13,150,975**	**(3,440,366)**	**-26.16%**
27	**Payroll - Tech. Services Group**								
28	Salaries & Wages - TSG	172,917	1,777,435	1,793,629	(16,194)	-0.90%	2,119,743	(342,308)	-16.15%
29	Employment Benefits - TSG	34,152	352,881	343,286	9,595	2.79%	405,702	(52,821)	-13.02%
30	State & Federal Taxes - TSG	13,508	146,780	167,750	(20,970)	-12.50%	198,250	(51,470)	-25.96%
31	**Total Payroll - Tech. Services Group**	**220,577**	**2,277,095**	**2,304,664**	**(27,569)**	**-1.20%**	**2,723,694**	**(446,599)**	**-16.40%**
32	**Total Unadjusted Payroll Costs**	**1,100,320**	**11,987,704**	**13,432,412**	**(1,444,708)**	**-10.76%**	**15,874,669**	**(3,886,965)**	**-24.49%**
33	Budget Adjustment - Labor Cost Reserve	-	-				(476,240)	476,240	-100.00%
34	**Subtotal Payroll Costs**	**$ 1,100,320**	**$ 11,987,704**	**13,432,412**	**(1,444,708)**	**-10.76%**	**$ 15,398,429**	**$ (3,410,725)**	**-22.15%**

Kitsap 911 Public Authority

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

		Actuals		YTD Variance			Total Remaining		
		October	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Operating Expenditures - Other									
35	**Debt Service**								
36	Debt Service - Principal	$ -	$ 208,623	$ 144,820	$ 63,803	44.06%	$ 289,640	$ (81,017)	-27.97%
37	Debt Service - Interest	-	298,278	338,790	(40,512)	-11.96%	677,579	(379,301)	-55.98%
38	**Total Debt Service**	**-**	**506,901**	**483,609**	**23,291**	**4.82%**	**967,219**	**(460,318)**	**-47.59%**
39	**Building & Grounds**								
40	Leases & Rentals	43,082	183,585	140,440	43,145	30.72%	288,528	(104,943)	-36.37%
41	Repairs & Maintenance	19,437	86,698	157,288	(70,590)	-44.88%	248,745	(162,047)	-65.15%
42	Insurance	-	113,143	130,192	(17,049)	-13.10%	130,192	(17,049)	-13.10%
43	Utilities	27,465	235,626	184,965	50,661	27.39%	221,958	13,668	6.16%
44	**Total Building & Grounds**	**89,985**	**619,052**	**612,885**	**6,167**	**1.01%**	**889,423**	**(270,371)**	**-30.40%**
45	**Computer & Other Equipment**								
46	Software	41,639	581,556	258,927	322,629	124.60%	1,030,712	(449,156)	-43.58%
47	Hardware - Computers & Radios	3,819	81,441	88,926	(7,486)	-8.42%	166,712	(85,271)	-51.15%
48	Hardware - Other Equipment	412	17,540	53,217	(35,677)	-67.04%	63,860	(46,320)	-72.53%
49	R&M - Computer & Radios	23,373	175,016	731,215	(556,198)	-76.06%	1,237,457	(1,062,441)	-85.86%
50	R&M - Other Equipment	10,452	92,106	59,309	32,797	55.30%	119,171	(27,065)	-22.71%
51	**Total Computer & Other Equipment**	**79,696**	**947,659**	**1,191,594**	**(243,934)**	**-20.47%**	**2,617,912**	**(1,670,253)**	**-63.80%**
52	**Services & Supplies**								
53	Communications	19,853	236,091	262,103	(26,013)	-9.92%	734,524	(498,433)	-67.86%
54	Professional Services	19,206	268,381	394,689	(126,309)	-32.00%	473,627	(205,246)	-43.34%
55	Supplies	8,048	32,673	39,143	(6,470)	-16.53%	46,972	(14,298)	-30.44%
56	**Total Services & Supplies**	**47,107**	**537,145**	**695,936**	**(158,791)**	**-22.82%**	**1,255,123**	**(717,978)**	**-57.20%**
57	**Miscellaneous Expenditures**								
58	Training & Travel	1,798	33,374	79,693	(46,320)	-58.12%	114,832	(81,458)	-70.94%
59	Dues & Subscriptions	5,031	24,751	24,232	519	2.14%	29,078	(4,327)	-14.88%
60	Other	1,250	11,917	20,609	(8,691)	-42.17%	24,730	(12,813)	-51.81%
61	**Total Miscellaneous Expenditures**	**8,080**	**70,042**	**124,533**	**(54,492)**	**-43.76%**	**168,640**	**(98,599)**	**-58.47%**
62	**Subtotal Operating Costs - Other**	**224,868**	**2,680,798**	**3,108,557**	**(427,758)**	**-13.76%**	**5,898,317**	**(3,217,519)**	**-54.55%**
63	**Total Operating Expenditures**	**$ 1,325,188**	**$ 14,668,502**	**$ 16,540,968**	**$ (1,872,467)**	**-11.32%**	**$ 21,296,745**	**$ (6,628,244)**	**-31.12%**

Kitsap 911 Public Authority

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

		Actuals		YTD Variance			Total Remaining		
		October	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Capital Projects									
64	**Proposition 2-Funded Projects**								
65	LMR Replacement Project	$ 644	$ 1,994,478	$ 8,083,333	$ (6,088,856)	-75.33%	$ 9,700,000	$ (7,705,522)	-79.44%
66	CAD System Upgrade	389,013	2,113,232	275,000	1,838,232	668.45%	3,300,000	(1,186,768)	-35.96%
67	Other Projects	-	140,581	16,667	123,915	743.49%	200,000	(59,419)	-29.71%
68	**Total Proposition 2-Funded Projects**	**389,657**	**4,248,291**	**8,375,000**	**(4,126,709)**	**-49.27%**	**13,200,000**	**(8,951,709)**	**-67.82%**
69	**All Other Projects**								
70	Operations AI Integration	-	76,440	16,667	59,773	358.64%	100,000	(23,560)	-23.56%
71	Finance ERP Replacement	317	438	6,667	(6,228)	-93.43%	80,000	(79,562)	-99.45%
72	Other Projects	16,116	80,500	24,000	56,500	235.42%	96,000	(15,500)	-16.15%
73	**Total All Other Projects**	**16,433**	**157,378**	**47,333**	**110,045**	**232.49%**	**276,000**	**(118,622)**	**-42.98%**
74	**Total Capital Projects**	**406,090**	**4,405,670**	**8,422,333**	**(4,016,664)**	**-47.69%**	**13,476,000**	**(9,070,330)**	**-67.31%**
75	**Total Expenditures**	**$ 1,731,278**	**$ 19,074,171**	**$ 24,963,302**	**$ (5,889,131)**	**-23.59%**	**$ 34,772,745**	**$ (15,698,574)**	**-45.15%**

Kitsap 911 Public Authority

Fund & Reserve Balances as of October 31, 2026

Total Cash & Investment Balances

		10/31/2026	09/30/2026	Net Change	%
76	Cash	$ 2,286,980	$ 2,728,526	$ (441,546)	-16.18%
77	Investments	7,438,959	6,761,916	677,043	10.01%
78	Debt Proceeds	8,617,725	8,617,725	-	0.00%
79	**Total Cash & Investments**	**$ 18,343,664**	**$ 18,108,167**	**$ 235,497**	**1.30%**
80	Net Outstanding Transactions	236,471	34,318	202,153	589.05%
81	**Total Available Cash & Investments**	**$ 18,580,135**	**$ 18,142,485**	**$ 437,650**	**2.41%**

Combined Cash & Investment Balances (by Source of Funds)

		10/31/2026	09/30/2026	Net Change	%
82	Proposition 2	$ 5,760,217	$ 5,712,889	$ 47,328	0.83%
83	Debt Proceeds	8,617,725	8,617,725	-	0.00%
84	All Other Funding Sources	3,965,722	3,777,554	188,169	4.98%
85	**Total Cash & Investments**	**$ 18,343,664**	**$ 18,108,167**	**$ 235,497**	**1.30%**

Reserve Balance - Stabilization Fund

		10/31/2026	%
86	Total Annual Operating Budget	$ 21,296,745	
87	GFOA Recommendation		**17.00%**
88	**Minimum Unassigned Funds Required**	**$ 3,620,447**	
89	Ending Cash (Excl. Proposition 2 & Debt)	3,965,722	
90	**Over/(Under)-Funded by**	**$ 345,276**	**9.54%**

Reserve Balance - Labor Costs

		10/31/2026	%
91	Total Annual Labor Budget	$ 15,874,669	
92	Labor Cost Reserve Assumption		**3.00%**
93	**Total Budgeted Labor Cost Reserve**	**$ 476,240**	100.00%
94	Reserve Used YTD	-	0.00%
95	**Ending Available Balance**	**$ 476,240**	**100.00%**
96	Stabilization Fund (Deficit)/Surplus	345,276	
97	**(Under)/Over-Funded (Excl. Prop. 2) by**	**$ (130,964)**	

Board of Directors Standing Report Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #17

Agenda Item:	**Tech & Goals Report**
Submitted By:	Donno Cole
Title:	Technology Services Manager
Attachments:	Tech & Goals Spreadsheet

Summary Statement:

Since the last board meeting, the following progress on projects has been made:

2025 -003 CAD Upgrade – The project to replace our computer-aided dispatch system is on schedule and will enter the configuration phase, with our first workshop beginning on December 1, 2026. This phase is planned to last through the end of Q1 2027, after which we will begin acceptance testing.

2025-004 Backup Center Phase 2 – Phase 2 of the backup center project is complete. Connectivity between the facility on Dickie Road and our main site on Carver Street was established on November 10th. Phase 3 will begin in the new year with the extension of our networks into Dickie Road, the moving of equipment into the facility, and robust testing.

Project 2026-008 Finance ERP – The new Enterprise Resource Planning ("ERP") software called ERP Pro is in Phase 1 of its implementation. All data requested from Tyler Technologies has been provided and while the implementation team at Tyler works behind the scenes setting up the databases for conversion and analysis in future phases, the team at Kitsap 911 is completing the mandatory system trainings. We currently expect the system to go live in late Q2 2027.

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	Complete-
2025	3	CAD Upgrade Part 2	1	Q3 2025	Q4 2027	In-Progress
2025	4	Backup Center - Phase 2	3	Q1 2026	Q4 2026	Complete
2026	5	Temp Sensors at all Sites, Generator Room	4	Q1 2026	Q3 2026	Complete
2026	6	Kitsap 911 Website Rebuild	2	Q1 2026	Q2 2026	Complete
2026	7	Launch Non-Emergency Number with AI Integration	3	Q1 2026	Q2 2026	Complete
2026	8	Finance ERP and Implementation	2	Q1 2026	Q3 2027	In-Progress

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	Q3 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	Q2 2026	In-Progress
LMR	4	Complete Replacement all Fire Mobile Radios	1	Q4 2025	Q2 2026	Complete
LMR	5	Complete Replacement all Fire Portable Radios	1	Q1 2026	Q3 2026	Not Started

Board of Directors Standing Report Summary

December 1, 2026 (12:30 to 2:00)

Agenda Item #17

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

Summary Statement:

Since the last board meeting, one call receiver trainee resigned due to their dislike of the job. We now have 9 vacant positions in operations. We are near the final stages of a telecommunicator hiring for a January 2027 academy start date, when we plan to hire 4.

In operations we have three call receivers in floor training and two dispatcher trainees. Since the last meeting, we've had one call receiver signed off to work independently.

We are fully staffed in our admin and technology services groups.