



Kitsap 911 Executive Committee Meeting Minutes
05/22/2024
Via Zoom or In-Person at Kitsap 911

Attendees:		Guests:
Director, Dusty Wiley (Chair)		
Director, David Ellingson (Vice Chair)		
Director, John Gese		
Director, Rob Putaansuu (arrived late)		
Director, Greg Wheeler (arrived late)		
Strategic Advisory Board Chair, Rick Lagrandeur		
Strategic Advisory Board Vice Chair, Joe Clark		Absent:
Acting Executive Director, Maria Jameson-Owens		Radio Program Manager, Scott Peabody
Finance Manager, Steve Rogers		
Technical Systems Manager, Brandon Wecker		
Attorney, Ken Bagwell		
Human Resources Manager, Rachael Taylor		
Training Supervisor, Chris Law		
Executive Assistant, Barrie Hillman		

Call to Order. Chair Dusty Wiley, called the meeting to order at 1300.

Public Comment: None

Additions:

Director Wiley moved Agenda Item 9(b) to the end of the agenda.

Acting Executive Director, Maria Jameson-Owens deleted Agenda Item 10(b)(ii) due to Operations Manager, Jamie Donley, being out sick.

Approval of Minutes from April 24, 2024

Director Wiley made a motion to approve the minutes from April 24, 2024. Motion was seconded by Director Ellingson. Motion Passes

Approval of Payment of Claims – Fund 89822 (Operating Fund):

Director Ellingson moved to approve A/P 6450 through 6518. Total \$ 1,245,308.54.

Payroll dated 04-26-2024 and 05-10-2024, Total: \$ 774,261.33

Motion was seconded by Director Gese. Motion passes.

Ratification of Executed Contracts:

KC-166-24 – Radio Communications Facility Lease Agreement on Hansville Road

KC-174-24 – Radio Communications Facility Lease Agreement on View Park Road

KC-175-24 – Radio Communications Facility Lease Agreement on Minard Road

KC-176-24 – Kitsap 911 Operations & Maintenance Agreement

Director Ellingson made a motion to ratify the KC-166-24, KC-174-24, KC-175-24 and KC176-24.

Motion was seconded by Director Gese. Motion passes

Discussion –

Ms. Jameson-Owens explained that in 2016 Kitsap County Public Works replaced its aging radio system with a new radio system using Kitsap 911's radio site at Gold Mountain. In 2021 the system was expanded to add additional sites at Hanville and View Park. Since 2016, Kitsap County and Kitsap 911 have been developing agreements to accommodate these public works pieces of equipment at the three sites and for Kitsap 911 to maintain and operate the system. Due staffing changes at the County and COVID, it was slow to complete these agreements but as of April 22, 2024, Kitsap County executed the three leases and the maintenance and operations agreement. The term is ten years for two five-year optional renewals and a maintenance and operations agreement is for a term of five years. Each agreement includes payment of the fees for when the lease or service started and then annually thereafter. These are revenue contracts. They went through the appropriate contract review process, and we recommend ratification of these contracts.

Ms. Jameson-Owens confirmed to Director Ellingson that the lease agreements have a 3% periodic increase to account for inflation.

Action Items:

None

Ratification of Resolutions

Resolution 2024-005 Amending the 2024 Service Fees

Director Ellingson made a motion to approve and recommend 2024-005 Resolution Amending the 2024 Service Fees to the full board for consideration. Motion was seconded by Director Putaansuu. Motion passes.

Discussion:

Finance Manager, Steve Rogers indicated that Resolution 2024-005 amends the 2024 service fees by reducing the total annual amount due from the police departments by \$144,326.85, which was the

cost for the I/Leads software contract that was terminated in December 2023. The monthly service fees that the agencies have been paying this year have included this surcharge, so once this resolution passes, we will be able to issue the prorated refund to the agencies that have a decrease in that last column that is on page 248 of the agenda packet.

Director Ellingson indicated that this change is fair and represents a difference in cost because of the I/Leads contract cancellation.

Resolution 2024-006 Amending the Authorized Use of Purchase Cards

Director Ellingson made a motion to ratify the 2024-006 Resolution Amending the Authorized Use of Purchase Cards. Motion was seconded by Director Gese. Motion passes.

Mr. Rogers explained that Resolution 2024-006 is an amendment to Resolution 2016-011, which first established Kitsap 911's maximum credit card limit at \$20,000. That credit limit has been more than sufficient for many years, but over the past couple of years, we have bumped up against that maximum several times. We pay off our credit cards every month, but recently, if we have needed to buy something expensive toward the end of the month, we've had to push it out. Earlier this month, US Bank noticed this trend and automatically increased our maximum monthly credit limit to \$30,000, so this resolution simply formalizes that and allows us to keep that increase. We will continue to pay off our credit cards in full each month, but this higher limit would allow us some additional latitude to pay for things that are substantially more expensive than they were back in 2016. The executive committee has the authority to approve this resolution without the approval of the full board,

Mr. Rogers confirmed for Director Ellingson that \$30,000 would be more than adequate.

Discussion Items

2025 Draft Budget

Mr. Rogers indicated that he presented the full budget presentation at the last Executive Committee meeting and SAB meeting and would like to focus on the Cash Flow Projections in this meeting.

Mayor Putaansuu confirmed he has not yet seen the full budget presentation, but he will attend the Budget Workshop next week.

Mr. Rogers continued by indicating that one of the requests from the prior budget presentation meetings was a pro forma projection for the next few years of each of the scenarios identified. He shared a summarized version of the scenarios in the slide deck with the expenses collapsed down to the most meaningful expenditures. He used the 2025 numbers of the current budget as the base with a couple of updates and then applied a reasonable growth rate between 2026 and 2030.

He clarified that the blue and the orange versions represent Scenario 1 and 2 respectively. [Scenario 1](#) is where we report our revenues and expenditures on a consolidated basis. The orange is [Scenario 2](#)

where we keep Proposition 2 separate and only use that for certain things related to technology and the radio project.

Director Putaansuu asked if there is a separate set of books for the radio project.

Mr. Rogers confirmed this by showing the second half of the orange spreadsheet where the Proposition 2 budget is separated out.

Mr. Rogers confirmed that in each of the scenarios the debt, revenue, and the expenditures are the same. The only real difference is that there is an additional \$2 million of possible debt we would take on in 2027 but there is no guarantee we will need it. We are pre-approved for \$15 million but in total we would incur \$13 Million in debt for the radio project under Scenario 2. He confirmed the debt is not for operations.

Director Putaansuu commented he can see approving the budget in the blue but demonstrating the breakout in the orange.

Mr. Rogers clarified that both scenarios would demonstrate in detail the expenditures. He confirmed that all of our revenue goes into the same bank account, so the Scenario 1 and 2 options are just deciding how the information is reported.

Mr. Rogers's recommendation is to go with something more closely aligned with the blue Scenario 1, but that we will be able to dig more deeply into it at the Board budget workshop.

Staff Reports:

March Finance

Mr. Rogers reported that our sales tax was roughly flat with our expectations, but our excise taxes and other revenues were under, so we missed our year-to-date revenue projections for the month by about \$139,000. The hope is that March was a one-off, but it could also be that our revenue sources are continuing to soften. He will keep you updated on that as the year progresses.

As for operating expenditure, we were flat with expectations. We were over in labor by about \$87,000, which was due to us making an additional payment for medical benefits than we were originally expecting this month, but our other operating expenditures were about \$84,000 lower than we were expecting. So, all together total expenditures were roughly flat.

For the radio project, we've spent about \$2.2 million of the \$12.1 million that we've allocated for the year, and for our other capital projects, we've spent about \$139,000 of the \$2.1 million annual allocation.

No reserves have been used to date, and our primary risks now continue to be an apparently softening retail economy and rising costs due to inflation.

Director Ellingson asked for clarification on the additional benefits payment and Mr. Rogers indicated it is just a matter of timing because we received the invoice earlier than usual and our procedure is to pay invoices as soon as it is practical.

Continual Improvement Progress Report – Training

Training Supervisor Chris Law began her report via Zoom but had audio difficulties, so she joined the meeting in the conference room and began the report again.

Ms. Law reported that the first goal was to streamline the one-on-one training we provide to new hire telecommunicators. We've had two training courses for trainers this year so far to focus on adult learning principles and improving consistency to examine style versus policy. We are trying to get the trainers all to collectively agree what works great for training but also maintain personal style. This is to get a better product to our trainees and improve retention. We have had our first instructor workshop in several years for the purpose of working on classroom adult learning and to build curriculum and activities that appeal to different learning styles (visual, auditory, kinesthetic). We have quite a few instructors close to retiring so we are working hard to add more trainers.

Another goal was to improve training collectively throughout the agency. Our techs have been doing a lot of training for the radio project and cybersecurity. Our CAD administrators have been doing CAD training. Our Human Resources people have been doing the required annual training for our employees. Our Operations staff have spent a lot of time on health and wellness during quarterly training due to an uptick in post-traumatic stress related to telecommunicators. We invite our contracted counselor once every quarter during our training days to help our people manage stress. We also did training on active shooter here on our facility as well as what we would do for a large-scale event in our community. This quarter we are training on building evacuation, which we are required to do annually.

We also have four brand new people in our current academy who are doing very well.

Human Resources Manager, Rachel Taylor, confirmed for Chair Wiley that we have 8 vacant positions on the floor.

Director Ellingson asked what metrics we are using to measure the improvements.

Ms. Law indicated that the greatest measure is our retention of employees. The number of applicants and what fields they come from, the structure of training, and curriculum adjustments have also provided data.

Staffing Report

Human Resources Manager, Rachael Taylor, reported that since the last meeting, we had one dispatcher leave to go to a smaller 911 center for a less stressful job and one trainee resigned because she didn't like the job itself. We had 4 new call receivers start academy in April, so we now have 8 vacant positions on the dispatch floor. We're currently in the testing phase of recruitment for our telecommunicator job and plan to hire 4 for an August academy.

We have 2 call receivers in training on the dispatch floor. We also have 1 in law enforcement dispatch training. One of our assistant supervisors in training was signed off last week.

Our new finance specialist started earlier this month and she's doing very well in training, which makes us fully staffed on our Admin team. TSG is fully staffed.

Director Ellingson asked if we are seeing an improvement with the initiatives we have taken, and Ms. Taylor confirmed we absolutely have.

Goals & Tech Projects Update

Technical Services Manager, Brandon Wecker, reported on the [Plans & Goals](#) List:

2022-4 - Cad to CAD with South Sound 911 - Create an interface between our two CAD systems.

We have been working with the vendor to resolve some of the remaining bugs. We have additional testing planned for this week to determine whether the fixes were successful.

Director Ellingson asked if this was all under warranty. Mr. Wecker indicated that we have not made final payment and we are still in the pre-warranty phase.

2023-5 - Replace UPS System – This is the project to replace the UPS at Kitsap 911.

Parts have been ordered and are in transit on their way to us.

2023-11 - Dispatch Floor Projects - Painting and Flooring - This project replaces the console furniture on the dispatch floor.

The planned work of this phase done by vendors has been completed. We are working on putting the front Technical Services Group space and the main hallway offices back together so that employees can move back into them. Once this is done, we will be taking a pause on the dispatch floor, Supervisors' Office, Emergency Operations Center (EOC), and classroom until our we are farther along in our console replacement project so coordinate the remaining work with the replacement of the dispatch floor furniture.

2023-13 - Dispatch Floor Projects - Console Furniture - This project replaces the console furniture on the dispatch floor.

This is the last week with the demo consoles in the EOC. We have encouraged all staff to review the consoles and provide feedback. We have received over 100 survey results with console feedback. We

will be using this feedback along with the other published scoring criteria to make a vendor selection no later than mid-June. This will allow for the required lead time so that we can replace the consoles in early fall.

Emerging Issues-

None

Good of the Order-

Ms. Jameson-Owens reminded us that previously three of our employees had won state awards including Trainer of the Year and we were notified last week that our employee, Drew Tetrick, also won the National Trainer of the Year award. Mr. Tetrick was recently promoted to supervisor.

Mr. Wecker recognized the good work that Barrie Hillman did to manage the Painting and Flooring project.

Executive Director Contract

Executive Session for RCW 42.30.110.1g

At 1337 the Executive Committee went into Executive Session under RCW 42.30.110.1g to discuss the appointment of a public employee for 5 minutes. The committee will return at 1342 and no action will be made after the session.

The session was extended at 1342 until 1352.

The session was extended at 1352 until 1402.

The meeting resumed at 1402.

The meeting is adjourned at 1404.

The next regular meeting of the Kitsap 911 Executive Committee will be June 26, 2024

Kitsap 911 Public Authority
Cash Flow Projections

Scenario 1	2025	2026	2027	2028	2029	2030
Beginning Fund Balance	5,404,795	7,771,667	2,112,915	758,298	1,476,063	3,154,659
Revenues						
Sales Tax	14,080,131	14,361,733	14,648,968	14,941,947	15,240,786	15,545,602
Debt Proceeds	11,000,000	-	2,000,000	-	-	-
Excise Taxes	2,718,354	2,745,537	2,772,992	2,800,722	2,828,729	2,857,016
User Agency Service Fees	2,104,680	2,104,680	2,104,680	2,104,680	2,104,680	2,104,680
User Agency Service Fee Surcharges	1,341,754	1,395,424	1,451,241	1,509,291	1,569,663	1,632,450
Other Revenue	716,275	737,764	759,897	782,694	806,175	830,360
Total Revenues	31,961,194	21,345,138	23,737,778	22,139,334	22,550,033	22,970,108
Operating Expenditures						
Wages and Benefits	12,596,512	13,100,372	13,624,387	14,169,362	14,736,136	15,325,581
Debt Service	420,000	840,000	900,000	900,000	900,000	900,000
Supplies, Services, and Other	4,542,491	4,933,341	5,032,008	5,132,648	5,235,301	5,340,007
Total Operating Expenditures	17,559,003	18,873,713	19,556,395	20,202,010	20,871,437	21,565,588
Non-Operating Expenditures						
Radio/LMR Project	10,702,762	8,130,177	5,536,000	1,219,559	-	-
Other Capital/Non-Operating Projects	1,332,557	-	-	-	-	-
Total Non-Operating Expenditures	12,035,319	8,130,177	5,536,000	1,219,559	-	-
Total Appropriation	29,594,322	27,003,890	25,092,395	21,421,569	20,871,437	21,565,588
Ending Fund Balance	7,771,667	2,112,915	758,298	1,476,063	3,154,659	4,559,179

Analysis	2025	2026	2027	2028	2029	2030
Revenues (excluding beg. balances)	31,961,194	21,345,138	23,737,778	22,139,334	22,550,033	22,970,108
Operating Expenditures	(17,559,003)	(18,873,713)	(19,556,395)	(20,202,010)	(20,871,437)	(21,565,588)
Structural Surplus/(Deficit)	14,402,192	2,471,425	4,181,383	1,937,324	1,678,596	1,404,520
Revenues (excluding beg. balances)	31,961,194	21,345,138	23,737,778	22,139,334	22,550,033	22,970,108
Total Expenditures	(29,594,322)	(27,003,890)	(25,092,395)	(21,421,569)	(20,871,437)	(21,565,588)
Total Surplus/(Deficit)	2,366,873	(5,658,752)	(1,354,617)	717,765	1,678,596	1,404,520

Notes:

[A] - Subject to material revision. This assumes initial debt proceeds of \$11M at 5.50%, with 1 semiannual payment due in 2025, and 2 semiannual payments thereafter, and an additional draw of \$2M in 2027, if needed.

[B] - 2025 includes an additional \$567,700 for current and \$672,000 for future passthrough technology expenses.

[C] - 2026 includes an additional \$300K, primarily due to additional LTE cellular, generator maintenance, site leases, and utilities related to the new radio system.

[D] - Capital projects undertaken in 2026 and thereafter will be determined by available allocable funds and/or additional debt proceeds.

Kitsap 911 Public Authority
Cash Flow Projections

Scenario 2 - Regular Budget	2025	2026	2027	2028	2029	2030	
Beginning Fund Balance	5,151,841	6,355,206	168,002	757,153	1,470,624	2,075,842	
Revenues							
Sales Tax 1	7,040,065	7,180,867	7,324,484	7,470,974	7,620,393	7,772,801	
Debt Proceeds	-	-	-	-	-	-	[A]
Excise Taxes	2,718,354	2,745,537	2,772,992	2,800,722	2,828,729	2,857,016	
User Agency Service Fees	2,104,680	2,104,680	2,104,680	2,104,680	2,104,680	2,104,680	
User Agency Service Fee Surcharges	1,341,754	1,395,424	1,451,241	1,509,291	1,569,663	1,632,450	[B]
Other Revenue	716,275	737,764	759,897	782,694	806,175	830,360	
Total Revenues	13,921,129	14,164,272	14,413,294	14,668,361	14,929,640	15,197,307	
Operating Expenditures							
Wages and Benefits	10,367,243	10,781,932	11,213,208	11,661,736	12,128,205	12,613,333	R
Debt Service	-	-	-	-	-	-	[A]
Supplies, Services, and Other	2,028,964	2,069,544	2,110,935	2,153,154	2,196,217	2,240,141	
Total Operating Expenditures	12,396,207	12,851,476	13,324,143	13,814,890	14,324,422	14,853,474	
Non-Operating Expenditures							
Radio/LMR Project	-	-	-	-	-	-	
Transfer to Proposition 2 Budget	-	7,500,000	500,000	140,000	-	-	[C]
Other Capital/Non-Operating Projects	321,557	-	-	-	-	-	[D]
Total Non-Operating Expenditures	321,557	7,500,000	500,000	140,000	-	-	
Total Appropriation	12,717,764	20,351,476	13,824,143	13,954,890	14,324,422	14,853,474	
Ending Fund Balance	6,355,206	168,002	757,153	1,470,624	2,075,842	2,419,675	

Analysis	2025	2026	2027	2028	2029	2030
Revenues	13,921,129	14,164,272	14,413,294	14,668,361	14,929,640	15,197,307
Operating Expenditures	(12,396,207)	(12,851,476)	(13,324,143)	(13,814,890)	(14,324,422)	(14,853,474)
Structural Surplus/(Deficit)	1,524,922	1,312,796	1,089,151	853,471	605,218	343,833
Revenues	13,921,129	14,164,272	14,413,294	14,668,361	14,929,640	15,197,307
Total Expenditures	(12,717,764)	(20,351,476)	(13,824,143)	(13,954,890)	(14,324,422)	(14,853,474)
Total Surplus/(Deficit)	1,203,365	(6,187,204)	589,151	713,471	605,218	343,833

Notes:

R - Adjustment for immaterial rounding adjustments (+/-1)

[A] - Debt proceeds and service costs are borne by Proposition 2 revenues.

[B] - 2025 includes an additional \$567,700 for current and \$672,000 for future passthrough technology expenses.

[C] - As needed to avoid an ending negative fund balance, uncommitted funds would be transferred between budgets.

[D] - Capital projects undertaken in 2026 and thereafter will be determined by available allocable funds and/or additional debt proceeds.

Kitsap 911 Public Authority
Cash Flow Projections

Scenario 2 - Proposition 2 Budget	2025	2026	2027	2028	2029	2030
Beginning Fund Balance	252,954	1,416,461	1,944,913	1,145	5,440	1,078,818
Revenues						
Sales Tax 2	7,040,065	7,180,867	7,324,484	7,470,974	7,620,393	7,772,801
Transfer from Regular Budget	-	7,500,000	500,000	140,000	-	-
Debt Proceeds	11,000,000	-	2,000,000	-	-	-
Total Revenue	18,040,065	14,680,867	9,824,484	7,610,974	7,620,393	7,772,801
Operating Expenditures						
Wages and Benefits	2,229,269	2,318,440	2,411,178	2,507,625	2,607,930	2,712,247
Recurring Technology Costs	2,513,528	2,863,798	2,921,074	2,979,495	3,039,085	3,099,867
Debt Service	420,000	840,000	900,000	900,000	900,000	900,000
Total Operating Expenditures	5,162,797	6,022,238	6,232,252	6,387,120	6,547,015	6,712,114
Non-Operating Expenditures						
LMR/Microwave Replacement Project	10,702,762	8,130,177	5,536,000	1,219,559	-	-
Other Non-Operating Expenditures	1,011,000	-	-	-	-	-
Total Non-Operating Expenditures	11,713,762	8,130,177	5,536,000	1,219,559	-	-
Total Appropriation	16,876,559	14,152,415	11,768,252	7,606,679	6,547,015	6,712,114
Ending Fund Balance	1,416,461	1,944,913	1,145	5,440	1,078,818	2,139,505
Analysis						
Revenues	18,040,065	14,680,867	9,824,484	7,610,974	7,620,393	7,772,801
Operating Expenditures	(5,162,797)	(6,022,238)	(6,232,252)	(6,387,120)	(6,547,015)	(6,712,114)
Structural Surplus/(Deficit)	12,877,269	8,658,629	3,592,232	1,223,854	1,073,378	1,060,687
Revenues	18,040,065	14,680,867	9,824,484	7,610,974	7,620,393	7,772,801
Total Expenditures	(16,876,559)	(14,152,415)	(11,768,252)	(7,606,679)	(6,547,015)	(6,712,114)
Total Surplus/(Deficit)	1,163,507	528,452	(1,943,768)	4,295	1,073,378	1,060,687

Notes:

[A] - As needed to avoid an ending negative fund balance, uncommitted funds would be transferred between budgets.

[B] - Subject to material revision. This assumes initial debt proceeds of \$11M at 5.50%, with 1 semiannual payment due in 2025, and 2 semiannual payments thereafter, and an additional draw of \$2M in 2027, if needed.

[C] - This includes all salary, wage, and benefit expenditures for the Technical Services Group.

[D] - 2026 includes an additional \$300K, primarily due to additional LTE cellular, generator maintenance, site leases, and utilities related to the new radio system.

[E] - Capital projects undertaken in 2026 and thereafter will be determined by available allocable funds and/or additional debt proceeds.

Kitsap 911 2024 Key Projects and Initiatives

Technical Projects			Estimated			
Proj/Task#	Project/Initiative		Priority	Start	Completion	Status
2019	1	Backup Center - Phase 1	3	9/30/2022	TBD	In Progress
2019	2	SUPPORT - RMS/JMS Replacement (Support KCIS)	3		6/30/2023	In Progress
2021	3	Closest Fire Unit Dispatch- Changing Gears Deployments	2	6/1/2021	Q4 2024	Delayed Start - In Progress
2022	4	Cad to Cad Interface with South Sound 911	3	Q3 2022	Q4 2023	In Progress
2023	5	Replace UPS	5	4Q 2022	TBD	In Progress
2023	6	Data Logging Software	3	Q2 2023	TBD	Rescheduled
2023	7	Secondary Edge Frontier License	3	Q3 2023	Q3 2024	In Progress
2023	8	Improve redundancy of VX Rail Infrastructure	3	4/1/2023	Q1 2024	Complete
2023	9	Cyber Security Upgrade	3	Q4 2023	Q1 2024	Not Started
2023	10	Replace AV System	4	Q4 2023	Q3 2024	In Progress
2023	11	Dispatch Floor Project - Carpet	3	Q4 2023	Q2 2025	In Progress
2023	12	Dispatch Floor Project - Soundproofing	3	Q4 2023	Q2 2025	In Progress
2023	13	Dispatch Floor Project - Console Furniture	2	Q4 2023	Q2 2025	In Progress
2024	14	Backup Center - Phase 2	3	TBD	TBD	Not Started

Microwave Replacement Project (Multi-Year)			Estimated			
Task#	Milestone		Priority	Start	Completion	Status
MV	5	Project Completion	2	1/22/2024	Q1 2024	Complete

Microwave Expansion Project (Multi-Year)			Estimated			
Task#	Milestone		Priority	Start	Completion	Status
MVE	1	Complete microwave design (sufficient to order) and order	2	Q1 2024	1/31/2024	Complete
MVE	2	Complete Factory Acceptance Testing	2	Q1 2024	3/31/2024	Complete
MVE	3	Receive microwave equipment	2	Q2 2024	4/1/2024	Complete
MVE	4	Install and Commission microwave equipment	2	Q2 2024	Q4 2024	In Progress

LMR Replacement Project (Multi-Year)			Estimated			
Task#	Milestone		Priority	Start	Completion	Status
LMR	1	Order Early Deployment Mobile Radios and Begin Vehicle Installations	1	Q1 2024	Q2 2024	In Progress
LMR	2	Obtain Radio Licenses	1	Q1 2024	Q3 2024	In Progress
LMR	3	Integration Testing of Radio System, Console system, CAD, etc.	1	Q2 2024	Q4 2024	In Progress
LMR	4	Move Radio Equipment to Tower Sites	1	Q3 2024	Q1 2025	Not Started
LMR	5	System Testing and Acceptance of Phase 1 Sites	1	Q1 2025	Q2 2025	Not Started
LMR	6	DC Power Systems Replacement	2	Q4 2023	Q2 2025	In Progress