NOTICE and AGENDA for

Kalamazoo County Consolidated Dispatch Authority

Personnel Committee

November 3, 2026

PLEASE TAKE NOTICE that a Meeting of the Kalamazoo County Consolidated Dispatch Authority (KCCDA) Personnel Committee will be held on **Tuesday, November 3rd** at 10:00 a.m. in the Chief Switalski Meeting Room at Kalamazoo County Consolidated Dispatch Authority, 7040 Stadium Drive, Kalamazoo Michigan for consideration of items, namely, on this Agenda.

ITEM 1 – CALL TO ORDER

ITEM 2 – ROLL CALL

Matt Huber, Chair		Rick Fuller	
Tracie Moored		Ryan Tibbets (ALT)	
Scott Merlo		Darien Smith	
Jeff Heppler (PRI) / Dale Deleeuw (ALT)			

ITEM 3 – APPROVAL OF MEETING MINUTES

A. September 1st, 2026 – Regular Meeting (pages 1-2)

ITEM 4 – CITIZENS' TIME

The Committee welcomes members of the public to express their ideas or concerns about issues affecting Kalamazoo County Consolidated Dispatch Authority. Members of the public wishing to speak are requested to stand and state their full name and address for the record. Each member of the public is limited to four minutes or less.

ITEM 5 – FOR CONSIDERATION

A. Old Business
B. New Business
   1. Executive Director Evaluation (pages 3-9)
   2. Executive Director Salary Recommendation (pages 10-12)

ITEM 6 – OTHER ITEMS

C. Announcements and Member Comments
D. Next Meeting – TBD

ITEM 7 – ADJOURNMENT

KCCDA meetings are open to all without regard to religion, race, color, national origin, sex, sexual orientation, gender identity or expression, height, weight, familial status, marital status, disability, or any other legally protected class. The KCCDA will provide special aid or assistance to attend a KCCDA meeting and will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting/hearing, to individuals with disabilities, upon four (4) business days' notice to the KCCDA. Individuals with disabilities requiring auxiliary aids or services should contact KCCDA by emailing admin@kccda911.org or calling (269) 488-8911.

Personnel Committee
September 1, 2026
1:00 p.m.

ITEM 1 – CALL TO ORDER

The Personnel Committee Meeting was called to order at 3:00 p.m. by Personnel Committee Chairperson Matt Huber in the Chief Switalski Meeting Room, Kalamazoo County Consolidated Dispatch Authority, 7040 Stadium Drive, Kalamazoo, Michigan on Tuesday, September 1, 2026.

ITEM 2 – ROLL CALL

Members Present: Matt Huber, Kalamazoo Department of Public Safety; Rick Fuller, Kalamazoo County Sheriff; Tracie Moored, Superintendent, Kalamazoo Township; Ryan Tibbetts, Chief of Staff, Kalamazoo Department of Public Safety; Darien Smith, Chief, Kalamazoo Township Police Department; Jeff Heppler, Commissioner, Kalamazoo County Board of Commissioners

Others Present: Jeff Troyer, Executive Director; Torie Rose, Deputy Director; Chris McComb, Executive Administrative Assistant

ITEM 3 – APPROVAL OF MEETING MINUTES

A. December 1, 2025 – Regular Meeting

"Motion by Mr. Tibbets, second by Mr. Heppler, to approve the minutes of the December 1, 2025, Regular Meeting as presented."

On a voice vote, **MOTION CARRIED**.

ITEM 4 - CITIZENS' TIME

There was no citizen comment.

DRAFT

ITEM 5 – FOR CONSIDERATION

A. Old Business

There was none.

B. New Business

1. Dispatch Supervisors Group – 3 Year Economic Terms

Mr. Troyer stated Administration has informally bargained with the Dispatch Supervisors for economic every couple years. He presented the agreed upon terms.

> "Motion by Mr. Heppler, supported by Mr. Tibbets to recommend Board approval of the proposed Three-Year Economic Terms with the Dispatch Supervisors Group."

On a voice vote, **MOTION CARRIED**.

2. 2027 Budget – Classification Wages/Salaries

Mr. Troyer presented the proposed 2027 wages and salaries for information.

3. Executive Director Evaluation Tool Review and Timeline (Nov/Dec Meeting)

Mr. Troyer presented the Executive Director Evaluation Tool. The Committee decided that the first or second week in November would be an appropriate time to meet and review the tool. The evaluations would be sent to all committee and board members, compiled by Ms. McComb and forwarded to the Chair before the November meeting.

A. Announcements and Member Comments

There was none.

B. Next Meeting

The next meeting is to be determined.

ITEM 7 - ADJOURNMENT

The meeting was adjourned at 3:22 p.m.

DRAFT

Executive Director Performance Evaluation

EMPLOYEE NAME: Jeffery Troyer

POSITION TITLE: Executive Director

REVIEW PERIOD: January - December 2026

APPRAISAL DATE:

INSTRUCTIONS:

The Executive Director shall provide to the Personnel Committee a summary of accomplishments, including the mutually agreed upon goals/performance objectives for the review period. In the form, you will be asked to rate the Executive Director's performance for a number of essential job functions (gray cells) and the categorical score will automatically calculate.

The Committee will convene a regular meeting to discuss each category and come to a consensus on an agreeable score for each sub-categorical. The categorical score will be formulated by the average of the sub-categorical ratings or if no sub-categories exist (mutually agreed upon goals/performance objectives), the categorical score will be inserted by the Committee. Committee members should be prepared to offer supporting comments for any areas in which you feel the Executive Director either excelled or performed poorly.

Each item shall be scored on a one (1) thru (5) scale, as follows:

5 -- **Far Exceeds Normal Job Expectations**
Performance always exceeds normal job requirements/expectations and shows exceptional commitment to the position and tasks involved. Displays significant work effort that far exceeds the normative responsibilities.

4 -- **Exceeds Normal Job Expectations**
Performance often exceeds normal job requirements/expectations.

3 -- **Achieves Normal Job Expectations**
Performance meets normal job requirements/expectations but does rarely exceeds them.

2 -- **Below Normal Job Expectations**
Performance is below normal job requirements/expectations in important areas and immediate improvement is required.

1 -- **Far Below Normal Job Expectations**
Performance is significantly below normal job requirements/expectations especially in essential areas. Reassignment or termination should be considered.

Following the evaluation session, the Committee and the Executive Director will work to develop goals/performance objectives for the next review period. The Committee shall take action to present the completed performance appraisal and the mutually agreed upon goals/performance objectives for the next review period to the Board of Directors at their next regular scheduled meeting for consideration.

The Board of Directors shall review, consider any changes/modifications and ultimately approve the performance appraisal at which time the Board Chair, Personnel Committee Chair and the Executive Director shall sign the form.

CATEGORY 1: Operational Management	**8% of Score**	***Overall Rating: ####***
		Sub-Category Rating
1a -- Knowledge of PSAP/ECC statutory requirements and best practices		
1b -- Seeks input from agenceis and workgroups/committees on issues impacting the operation and develops, recommends and implements countywide operational procedures accordingly		
1c -- Analyze/Identify issues effecting the operation and develops strategies and plans for the future		
1d -- Effectively manages time and competing priorities		

CATEGORY 2: Financial Management	**8% of Score**	***Overall Rating: ####***
		Sub-Category Rating
2a -- Develops and adequately implements and manages the budget including plans for short and long-term capital improvement projects		
2b -- Knowledge of Generally Accepted Accounting Principles, the Uniform Budget and Accounting Act and adequately balances KCCDA's general ledger against financial statements		
2c -- Develops efficient and innovative strategies to minimize business costs		
2d -- Develops and recommends fiscal policies with strong checks and balances		

CATEGORY 3: HR and Personnel Management	**8% of Score**	***Overall Rating: ####***
		Sub-Category Rating
3a -- Adequately promotes and recruits quality personnel and ensures all required personnel meet the State 911 Committee's minimum training standards		
3b -- Works well and maintains good interpersonal relations with various employee groups (union and non-union) and addresses employee needs while remaining fiscally responsible		
3c -- Treats all employees equally and with respect; creates a healthy work environment		

CATEGORY 4: Project Management	**8% of Score**	***Overall Rating: ####***
		Sub-Category Rating
4a -- Analyzes and determines appropriate measures, priorities, and coordinates measures to achieve project goals		
4b -- Produces clear project status reports and communicates candidly and tactfully with groups, committees and the board of project status; inlcuding any challenges or obstacles		
4c -- Analyzes, recommends and communicates project go-live plans that minimize service interuptions for residents and end-user agencies.		

CATEGORY 5: Leadership Skills	**8% of Score**	***Overall Rating: ####***

		Sub-Category Rating
5a	-- Acts with integrity, treats others with respect and dignity, and promotes and ecourages teamwork	
5b	-- Particpates and collaborates with partner agencies/entities to resolve county-wide challenges/problems	
5c	-- Acknowledges the success of employees, recognizes their contributions and provides mentorship to others	
5d	-- Delegates key responsibilities to team members on a rational basis	

CATEGORY 6: Communication Skills	**8% of Score**	***Overall Rating: ####***

		Sub-Category Rating
6a	-- Written and verbal communications with staff, end-user agencies/partners, Committees and the Board are candid and tactful	
6b	-- Provides timely and quality reports to end-user agencies/partners, Committees and the Board	
6c	-- A constructive communicator capable of discussing difficult issues effectively and to the point; handles confrontational communication with ease	
6d	-- Facilitatator of difficult conversations among team members and/or other parties that result in new ideas and compromised solutions	

CATEGORY 7: Professionalism	**8% of Score**	***Overall Rating: ####***

		Sub-Category Rating
7a	-- Acts ethically and honestly and represents KCCDA well in front of all audiences	
7b	-- Projects a professional image in dress and appearance	
7c	-- Acceptable to feedback and handles setbacks and failures constructively	
7d	-- Displays a passionate and positive attitude	

CATEGORY 8: Board Relations	**8% of Score**	***Overall Rating: ####***

		Sub-Category Rating
8a	-- Provides timely communications to Board Members on important topics impacting the organization	
8b	-- Prepares, distributes and posts Committee and Board meeting materials in accordance with Michigan's Open Meetings Act	
8c	-- Responds to Committee and Board member questions and concerns in a timely manner	

GOAL/PERFORMANCE OBJECTIVE #1 **12% of Score** ***Rating:*** _____

Explore operational and administrative collaborations with partner governmental units and public safety agencies to offer additional or improved services and solutions in a cost-effective manner.

GOAL/PERFORMANCE OBJECTIVE #2 **12% of Score** ***Rating:*** _____

Administer and manage KCCDA's Radio Readiness Program. The program is scheduled to run for two years (2026 & 2027) and consists of partnering with all eligible public safety agencies to replace and/or prepare 1,800 radios (preliminary estimate) for the communication goals identified in the Radio Readiness Program Guidelines.

GOAL/PERFORMANCE OBJECTIVE #3 **12% of Score** ***Rating:*** _____

Successfully manage the Stadium Drive facility improvements/renovations project and ensure construction tasks are completed on time while maintaining operations.

PERFORMANCE APPRAISAL SUMMARY

		Overall Rating	***Weight***	***Wieghted Score***
CATEGORY 1:	**Operational Management**	#DIV/0!	8.00%	#DIV/0!
CATEGORY 2:	**Financial Management**	#DIV/0!	8.00%	#DIV/0!
CATEGORY 3:	**HR and Personnel Management**	#DIV/0!	8.00%	#DIV/0!
CATEGORY 4:	**Project Management**	#DIV/0!	8.00%	#DIV/0!
CATEGORY 5:	**Leadership Skills**	#DIV/0!	8.00%	#DIV/0!
CATEGORY 6:	**Communication Skills**	#DIV/0!	8.00%	#DIV/0!
CATEGORY 7:	**Professionalism**	#DIV/0!	8.00%	#DIV/0!
CATEGORY 8:	**Board Relations**	#DIV/0!	8.00%	#DIV/0!
GOAL/PERFORMANCE OBJECTIVE #1		0.00	12.00%	0.0000
GOAL/PERFORMANCE OBJECTIVE #2		0.00	12.00%	0.0000
GOAL/PERFORMANCE OBJECTIVE #3		0.00	12.00%	0.0000
				#DIV/0!

SIGNATURES:

Board of Directors Chair: _____ Date: _____

Personnel Comm. Chair: _____ Date: _____

Executive Director: _____ Date: _____

Kalamazoo County Consolidated Dispatch Authority

TO: Personnel Committee and Board of Directors

FROM: Jeff Troyer, Executive Director

DATE: October 8, 2026

SUBJECT: 2026 Executive Director Goals/Performance Objectives Update

Please accept the following as an update and progress made on the three (3) Executive Director goals/performance objectives established mutually for March 2026 through February 2027.

GOAL/PERFORMANCE OBJECTIVE #1

Explore operational and administrative collaborations with partner governmental units and public safety agencies to offer additional or improved services and solutions in a cost-effective manner.

Collaboration with partner governmental units and public safety agencies is a practice we have intentionally established and fostered at KCCDA. In many cases, these partnerships result in a more cost-effective solution or provide greater value and benefit to the participating entities at a similar cost.

One example is the development of the Back-up Emergency Communications Center. After the initial two potential partnerships did not come to fruition, I continued discussions and negotiations with other partners to identify an alternative solution. Those efforts ultimately led to a proposed partnership with the Township of Kalamazoo to locate the facility within its new Community Campus on Douglas Avenue. A lease agreement, including the associated construction, was negotiated with the Township and subsequently approved by the Board at its July 9 meeting.

Another example is the recent implementation of individual agency Drone First Responder (DFR) programs. At the September Technical Advisory Committee meeting, I questioned whether a collaborative, county-wide approach could provide a more cost-effective solution while delivering greater benefits to public safety agencies. Rather than pursuing individual agency programs independently, I proposed exploring the feasibility of a county-wide DFR program. I have been asked to conduct some initial research and report my findings back to the TAC at its November meeting.

GOAL/PERFORMANCE OBJECTIVE #2

Administer and manage KCCDA's Radio Readiness Program. The program is scheduled to run for two years (2026 & 2027) and consists of partnering with all law enforcement agencies, fire departments, and Kalamazoo County Medical Control Authority to replace and/or prepare 1,800 radios (preliminary estimate) for the communication goals identified in the Radio Readiness Program Guidelines.

The Radio Readiness Program (RRP) has been fully underway since the proposed guidelines were approved at the March 12 Board meeting. Administration and management of the program includes, but is not limited to, conducting individual meetings with each participating agency or department; completing the agency RRP worksheet identifying qualifying devices and the agency's Memorandum of Understanding (MOU); evaluating agency quotes and providing cost analyses for new devices and qualifying accessories; obtaining and maintaining proof of purchase documentation for reimbursements of existing devices; reviewing and authorizing radio programming templates to ensure compliance with program requirements; and processing payment documentation once an agency has satisfied all program requirements and any new equipment has been received.

Within the first three months of the program, 20 agencies had fully executed MOUs totaling $3.945 million, effectively exhausting the initial $4 million 2026 budget allocation. I kept all public safety agencies informed of the available funding and briefed Board leadership in June that the initial allocation had been fully committed.

On August 25, I presented a cost analysis and an updated Capital Projects Fund balance projection to the KCCDA Finance Committee. Following that presentation, the Finance Committee recommended that the Board allocate an additional $2 million to the RRP effective immediately. The Board approved the additional funding on September 10.

The additional funding was promptly communicated to the public safety agencies, and agency meetings and program processing have resumed. As of today, only two agencies have yet to complete their initial RRP meeting and execute an MOU.

GOAL/PERFORMANCE OBJECTIVE #3

Successfully manage the Stadium Drive facility improvements/renovations project and ensure construction tasks are completed on time while maintaining operations.

The facility improvements and renovations project is progressing very well, with all work anticipated to be completed by November 1. Bi-weekly construction meetings continue to be held with Kalleward and Schley Nelson Architects to monitor progress, address any issues, and ensure the project remains on schedule.

Kalleward's initial contract was approved at $548,544, which included a 17% contingency of $93,252. To date, two change orders totaling $73,308 have been processed, bringing the total contract amount to $621,852 and leaving $19,944 in the contingency.

The project has proceeded without any major disruptions to dispatch operations. We continue to proactively coordinate with the contractor and take necessary precautions to minimize impacts to operations and ensure the continuity of critical emergency communications services throughout the remainder of the project.

If you have any questions about the above update, please feel free to contact me at 269-718-2195 or via email at jtroyer@kccda911.org.

KCCDA has an existing three-year Employment Agreement with Mr. Troyer (2/15/26 – 2/14/29). Section 3 of this agreement stipulates:

For his services as Executive Director, KCCDA agrees to pay Jeffery J. Troyer an annual salary of One Hundred Forty-Five Thousand Six Hundred Ninety and 22/100 Dollars ($145,690.22), payable in regularly scheduled intervals (i.e. twenty-six biweekly installments), each such periodic payment to be nearly equal as possible. The salary shall be subject to payroll deductions required by law or requested by Executive Director and determined to be available and proper. For each subsequent year of this Agreement, the Personnel Committee shall make a recommendation to KCCDA on the Executive Director's salary. Salary increases shall normally occur annually on the Executive Director's Employment Anniversary Date.

Below are KCCDA wage/salary scales for all classifications for the four previous years (2023 – 2026) and the projection for 2027:

2023	START	6 Mths	1-YR	2-YR	3-YR	4-YR	5-YR	6-YR	7-YR	8-YR	Percent
Position/Classification	Step 1A	Step 1B	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	
Emergency Comm. Ofcr. I	$19.33	$20.42	$21.51	$22.60	$23.69	X	X	X	X	X	6.00%
Emergency Comm. Ofcr. II	$21.59		$23.14	$24.69	$26.23	$27.77	$29.31	X	X	X	6.00%
Dispatch Supervisor	$30.09		$31.19	$32.28	$33.38	$34.47	$35.57	X	X		6.00%
Administrative Assistant	$16.73		$17.32	$17.92	$18.55	$19.20	$19.87	$20.57	X	X	6.00%
Executive Admin Assistant	$24.38		$25.24	$26.11	$27.03	$27.97	$28.95	$29.97	X	X	6.00%
Systems Support Specialist	$61,051		$63,188	$65,400	$67,689	$70,058	$72,510	$75,048			3.00%
Network & Systems Admin	$75,958		$78,616	$81,368	$84,216	$87,163	$90,214	$95,627	Remove Step1/Add new top		6.00%
Deputy Director	$80,159		$82,965	$85,868	$88,874	$91,984	$95,204	$100,916	Remove Step1/Add new top		6.00%
Executive Director	No Scale - Employment Agreement: $128,904										5.00%

2024	START	6 Mths	1-YR	2-YR	3-YR	4-YR	5-YR	6-YR	Percent
Position/Classification	Step 1A	Step 1B	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
Emergency Comm. Ofcr. I	$20.10	$21.24	$22.37	$23.50	$24.64	X	X	X	4.00%
Emergency Comm. Ofcr. II	$22.45		$24.07	$25.68	$27.28	$28.88	$30.48	X	4.00%
Dispatch Supervisor	$31.30		$32.44	$33.58	$34.71	$35.85	$36.99	X	4.00%
Admin Assistant	$17.57		$18.18	$18.82	$19.48	$20.16	$20.86	$21.59	5.00%
Executive Admin Assistant	$25.60		$26.50	$27.42	$28.38	$29.37	$30.40	$31.47	5.00%
Systems Support Specialist	$64,104		$66,347	$68,670	$71,073	$73,561	$76,135	$78,800	5.00%
Network & Systems Admin	$79,755		$82,547	$85,436	$88,427	$91,521	$94,725	$100,408	5.00%
Deputy Director	$84,167		$87,113	$90,161	$93,317	$96,583	$99,964	$105,962	5.00%
Executive Director	No Scale - Employment Agreement: $135,350								4.00%

2025	START	6 Mths	1-YR	2-YR	3-YR	4-YR	5-YR	6-YR	Percent
Position/Classification	Step 1A	Step 1B	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
Emergency Comm. Ofcr. I	$20.81	$21.98	$23.16	$24.33	$25.50	X	X	X	3.50%
Emergency Comm. Ofcr. II	$23.24		$24.90	$26.57	$28.23	$29.89	$31.55	X	3.50%
Dispatch Supervisor	$33.90		$35.09	$36.28	$37.47	$38.66	X	X	4.50%
Admin Assistant	$18.36		$19.00	$19.66	$20.35	$21.07	$21.80	$22.57	4.50%
Executive Admin Assistant	$26.75		$27.69	$28.65	$29.66	$30.69	$31.77	$32.89	4.50%
Systems Support Specialist	$66,988		$69,333	$71,760	$74,271	$76,871	$79,561	$82,346	4.50%
Network & Systems Admin	$83,344		$86,262	$89,281	$92,406	$95,640	$98,988	$104,927	4.50%
Deputy Director	$87,955		$91,033	$94,218	$97,517	$100,930	$104,463	$110,730	4.50%
Executive Director	No Scale - Employment Agreement: $140,764								4.00%

2026

Position/Classification	START Step 1A	6 Mths Step 1B	1-YR Step 2	2-YR Step 3	3-YR Step 4	4-YR Step 5	5-YR Step 6	6-YR Step 7	% or $	
Emergency Comm. Ofcr. I	$22.16	$23.33	$24.51	$25.68	$26.85	$28.19	X	X	$1.35	10.84%
Emergency Comm. Ofcr. II	$24.74		$26.40	$28.07	$29.73	$31.39	$33.05	$34.70	$1.50	9.29%
Dispatch Supervisor	$35.08		$36.31	$37.55	$38.78	$40.01	X	X	3.50%	
Admin Assistant	$19.00		$19.66	$20.35	$21.07	$21.80	$22.57	$23.36	3.50%	
Executive Admin Assistant	$27.69		$28.66	$29.65	$30.70	$31.76	$32.88	$34.04	3.50%	
Systems Support Specialist	$69,333		$71,760	$74,271	$76,871	$79,561	$82,346	$85,228	3.50%	
IT Manager	$86,261		$89,281	$92,406	$95,640	$98,987	$102,452	$108,599	3.50%	
Deputy Director	$91,033		$94,219	$97,516	$100,930	$104,462	$108,119	$114,606	3.50%	
Executive Director	No Scale - Employment Agreement: $145,690								3.50%	

2027

Position/Classification	START Step 1A	6 Mths Step 1B	1-YR Step 2	2-YR Step 3	3-YR Step 4	4-YR Step 5	5-YR Step 6	6-YR Step 7	% or $	AVG
Emergency Comm. Ofcr. I	$23.16	$24.33	$25.51	$26.68	$27.85	$29.19	X	X	$1	4.10%
Emergency Comm. Ofcr. II	$25.74		$27.40	$29.07	$30.73	$32.39	$34.05	$35.70	$1	3.41%
Dispatch Supervisor	$39.22		$40.55	$41.88	$43.21	$44.72	X	X	8.00%	11.78%
Admin Assistant	$21.24		$21.98	$22.75	$23.55	$24.37	$25.22	$26.11	8.00%	11.78%
Executive Admin Assistant	$30.95		$32.03	$33.15	$34.31	$35.51	$36.76	$38.05	8.00%	11.78%
Systems Support Specialist	$77,500		$80,213	$83,020	$85,926	$88,934	$92,046	$95,268	8.00%	11.78%
IT Manager	$96,423		$99,798	$103,291	$106,906	$110,648	$117,287	$121,392	8.00%	11.78%
Deputy Director	$101,757		$105,317	$109,004	$112,819	$116,768	$123,774	$128,106	8.00%	11.78%
Executive Director	No Scale - Employment Agreement: TBD Budget Est. 7%									