

CITY COUNCIL AGENDA

15728 Main Street, Mill Creek, WA 98012 (425) 745-1891



Pam Pruitt, Mayor • Brian Holtzclaw, Mayor Pro Tem • Sean Kelly
Donna Michelson • Vince Cavaleri • Mike Todd • Mark Bond

Regular meetings of the Mill Creek City Council shall be held on the first, second and fourth Tuesdays of each month commencing at 6:00 p.m. in the Mill Creek Council Chambers located at 15728 Main Street, Mill Creek, Washington. Your participation and interest in these meetings are encouraged and very much appreciated. We are trying to make our public meetings accessible to all members of the public. If you require special accommodations, please call the office of the City Clerk at (425) 921-5776 three days prior to the meeting.

The City Council may consider and act on any matter called to its attention at such meetings, whether or not specified on the agenda for said meeting. Participation by members of the audience will be allowed as set forth on the meeting agenda or as determined by the Mayor or the City Council.

To comment on subjects listed on or not on the agenda, ask to be recognized during the Audience Communication portion of the agenda. Please stand at the podium and state your name and address for the official record. Please limit your comments to the specific item under discussion. Time limitations shall be at the discretion of the Mayor or City Council.

Study sessions of the Mill Creek City Council may be held as part of any regular or special meeting. Study sessions are informal, and are typically used by the City Council to receive reports and presentations, review and evaluate complex matters, and/or engage in preliminary analysis of City issues or City Council business.

Next Ordinance No. 2017-815
Next Resolution No. 2017-564

April 11, 2017
City Council Meeting
6:00 PM

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

AUDIENCE COMMUNICATION

- A. Public comment on items on or not on the agenda

NEW BUSINESS

- B. SNOCOM / SNOPAC Joint Task Force Consolidation
(*Peggy Lauerman, Acting City Manager*)
- C. Public Records Act/Public Meetings Act
(*Scott Missall, City Attorney*)

CONSENT AGENDA

- D. Approval of checks #56760 through #56816 and ACH Wire Transfers in the Amount of \$152,178.38
(*Audit Committee: Mayor Pro Tem Holtzclaw and Mayor Pruitt*)

- E. Payroll and Benefit ACH Payments in the Amount of \$375,318.62
(Audit Committee: Mayor Pro Tem Holtzclaw and Mayor Pruitt)
- F. City Council Meeting Minutes of April 4, 2017

REPORTS

- G. Mayor/Council
- H. City Manager
 - Council Planning Schedule
 - Legislative Summary

AUDIENCE COMMUNICATION

- I. Public comment on items on or not on the agenda

RECESS TO EXECUTIVE SESSION

(Confidential Session of the Council)

- J. For the purpose of discussion of potential litigation pursuant to RCW 42.30.110 (1)(i)

No action anticipated

ADJOURNMENT



Agenda Item # B
 Meeting Date: April 11, 2017

CITY COUNCIL AGENDA SUMMARY

City of Mill Creek, Washington

AGENDA ITEM: SNOCOM – SNOPAC Joint Task Force on Consolidation update

ACTION REQUESTED:

No action required. This will be a presentation of the work done by the Joint Task Force and an opportunity for the Council to discuss the issue.

KEY FACTS AND INFORMATION SUMMARY:

Since June of 2016, the two Public Safety Access Points (PSAP's) in Snohomish County (also known as 'Dispatch Centers'), SNOCOM and SNOPAC, have been actively involved in reviewing options associated with potential consolidation of the two centers. The Executive Boards from each PSAP have contracted with a third-party facilitator to manage a Joint Task Force (JTF) comprised of operational executives and elected officials. The JTF is charged with examining the feasibility of consolidating the two PSAP's into one combined organization. This work has led the JTF to examine six options for consolidation and/ or cooperation between the two PSAP's that would provide an improved level of service, ranging from status quo to full consolidation. The JTF has presented regular updates to the two PSAP Executive Boards and are progressing with their work. It is anticipated that at a point in the near future, the respective boards may find themselves in a position to make advisory votes and that each participating city, including Mill Creek, will need to determine their own proper course of action.

The consolidation discussion has been occurring in Snohomish County for a number of years. SNOCOM and SNOPAC both provide 911 answering service and dispatch service for fire, EMS and law enforcement. There are a number of duplicate services provided by the two PSAP's and it is possible that consolidation could reduce the unnecessary redundancy at a more efficient cost. Any consolidation discussion also needs to include the Snohomish Emergency Radio Service (SERS), which provides the technical acquisition, support and maintenance for the emergency radio system throughout Snohomish County. Currently, SERS participates in the JTF as an observer only.

SNOCOM provides 911 answering and public safety dispatching services in south Snohomish County. SNOCOM also provides law enforcement dispatch to the city police departments of Mill Creek, Mountlake Terrace, Mukilteo, Edmonds, Lynwood, Brier and Woodway as well as fire dispatch service for Fire District #1, Mukilteo and Lynnwood. SNOPAC provides 911 answering and public safety dispatch services to most of the rest of Snohomish County, including the large population centers in Everett and Marysville and those areas served by the Snohomish County Sheriff's Office. There is a line that separates the two PSAPs' service area, signified by 128th St/ 132nd St SE on the north end of Mill Creek and other communities.

The issue of consolidation involves three important component parts: service, cost and governance. In the geographical area around the service separation line the issue of call transfers has been raised. Currently, both PSAP's must transfer calls to the other PSAP when calls for

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service come in for areas covered by the alternate PSAP. Another major consideration is the cost associated with service. Director Lauerman is currently engaged in a review of the financial projections associated with consolidation. Finally, any decision to consolidate would require a new governance structure. The JTF has proposed three options for governance and those models are currently being reviewed by the City Manager.

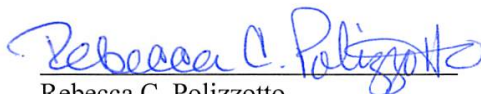
CITY MANAGER RECOMMENDATION:

No recommendation at this time. The information provided tonight is for informational purposes only.

ATTACHMENTS:

- SNOCOM/SNOPAC Joint Board meeting packet from March 9, 2017
- SNOCOM/ SNOPAC “Option 4B” estimated assessments
- JTF summary packets for Option 1, Option 2A, Option 2B, Option 3, Option 4A and Option 4B
- Call transfer briefing memo
- JTF Communications Plan
- Governance Framework Principles
- PSAP Service Comparisons
- JTF Mission, Process, Scope of Work
- Statement of Shared Values and Principles

Respectfully Submitted:



Rebecca C. Polizzotto
City Manager

SNOCOM – SNOPAC Joint Board Meeting on Consolidation

Thursday, March 9, 2017

8:30 A.M. – 11:00 A.M.

Headquarters of Fire District #1 | 12425 Meridian Ave. S. Everett, WA

[Note: SNOPAC and SNOCOM will have their individual Board meetings after the Joint Board meeting adjourns]

DRAFT Agenda

1. **Call to Order** Board Chairs Jerry Smith (SNOCOM) and Steve Guptill (SNOPAC)
2. **Welcome and Introductions** (10 min.) Roy and Jerry
3. **Presentation of All Cost Scenarios** (45 min.) Terry, Kurt
- break--*
4. **Assessment Formula Components, Impacts and Options** (30 min.) Terry, Kurt, Karen
5. **Governance** (30 min.) Karen
 - a. Stakeholder Input – SNOCOM, SNOPAC Boards and others
 - b. Response to questions on unanimous consent requirements and cost control
6. **Project Schedule** (15 min.)
7. **Re-cap of Next Steps** (5 min.)
8. **Closing Comments / Adjourn** (5 min.)

6 Options Requested by Joint Boards

10-year *pro forma* to be presented on each option

Option 1 – Status Quo

This option projects the impacts of *normalizing staffing levels* at both agencies, **using the 2016 adopted budget/authorized staffing positions by each agency** and makes no changes to operational practices.

Option 2A – Reroute JSA calls to SNOPAC

This option projects the impacts of routing all Jointly Serviced Area (JSA) calls to SNOPAC, **using the 2016 adopted budget/authorized staffing positions by each agency.**

Option 2B – Reroute JSA calls to SNOCOM

This option projects the impacts of routing all Jointly Serviced Area (JSA) calls to SNOCOM, **using the 2016 adopted budget/authorized staffing positions by each agency.**

Option 3 – Aggressive Cross PSAP Call Entry

This option projects the impacts of processing the entirety of all calls, without transferring, using the shared CAD system, **using the 2016 adopted budget/authorized staffing positions by each agency.**

Option 4A & 4B – Consolidated Agency

This option projects the impacts of full consolidation, **as compared to the 2017 adopted budget/authorized staffing positions by each agency.**

Option 4A – one facility (SNOPAC’s current facility)

Option 4B – maintaining SNOCOM’s facility as a “warm back-up”

Agenda Item 4. Proposed Assessment Formula

Issue: if SNOCOM and SNOPAC become a single consolidated agency, what formula will be used to recover costs from member agencies?

January 2017 Joint Board Meeting re-cap:

- Joint Boards Approved 10 principles for how an assessment formula should be developed (see page 4)
- High-level presentation of JTF's proposed approach to the assessment formula: The formula has three (3) parts, drawn from the existing SNOCOM and SNOPAC formulas, designed to comply with the adopted principles without "recreating the wheel" and using readily available data.

March 2017 Joint Board Meeting discussion:

Staff will provide further detail on the proposed assessment formula.

If the Joint Boards agree that the formula seems supportable on a policy basis, then staff are prepared to share results of an analysis of what the formula would mean for *each member agency* in 2017, based on the *pro forma* for a consolidated agency (using 2017 budget data). (The pro forma will be shared as part of Agenda Item 3).

Assessment Formula Overview

Table 1 summarizes the components of the proposed formula, as compared to SNOCOM, SNOPAC and NORCOM assessment formulas.

There are four major components to the formula:

1. How costs are allocated between police agencies and fire agencies
2. How costs are allocated between individual police agencies and individual fire agencies
3. How costs are allocated for dedicated services as compared to shared services
4. How a Call for Service is defined

Exhibit A is an infographic showing how the proposed assessment formula is calculated

Table 1: Assessment Formula Approach—High Level Comparison and JTF Recommendations

	Item	NORCOM	SNOCOM	SNOPAC	JTF Recommendation
1	<p>Cost allocation between Police and Fire agencies collectively</p>	<p>All costs shared 50% - 50% between police and fire agencies.</p>	<p>66.6% to Police Agencies 33.4% Fire Agencies</p> <p>This ratio applies across all cost centers, all costs, capital and operating.</p>	<p>Allocation differs based on type of cost/service:</p> <p>Admin/Tech costs: 65%Police 35% Fire</p> <p>Call Takers: 90% Police 10% Fire</p> <p>Dispatch: Allocated based on number of stations assigned to police versus fire, and accounting for agencies with dedicated dispatch stations.</p>	<p>Use SNOPAC approach, but update the percentages.</p> <p>Admin/Tech costs: 62%Police 38% Fire (reflecting ratio of dispatch workstations, currently 8 PD, 5 FD)</p> <p>Call Takers: 75% Police 25% Fire (since fire calls take longer to process-this is more precise allocation based on actual workload)</p> <p>Dispatch: same as SNOPAC.</p> <p><i>Rationale: A somewhat more precise formula should provide fairer allocation of costs, in terms of agencies paying what is more likely the actual cost of the workload they impose on the dispatch agency</i></p>

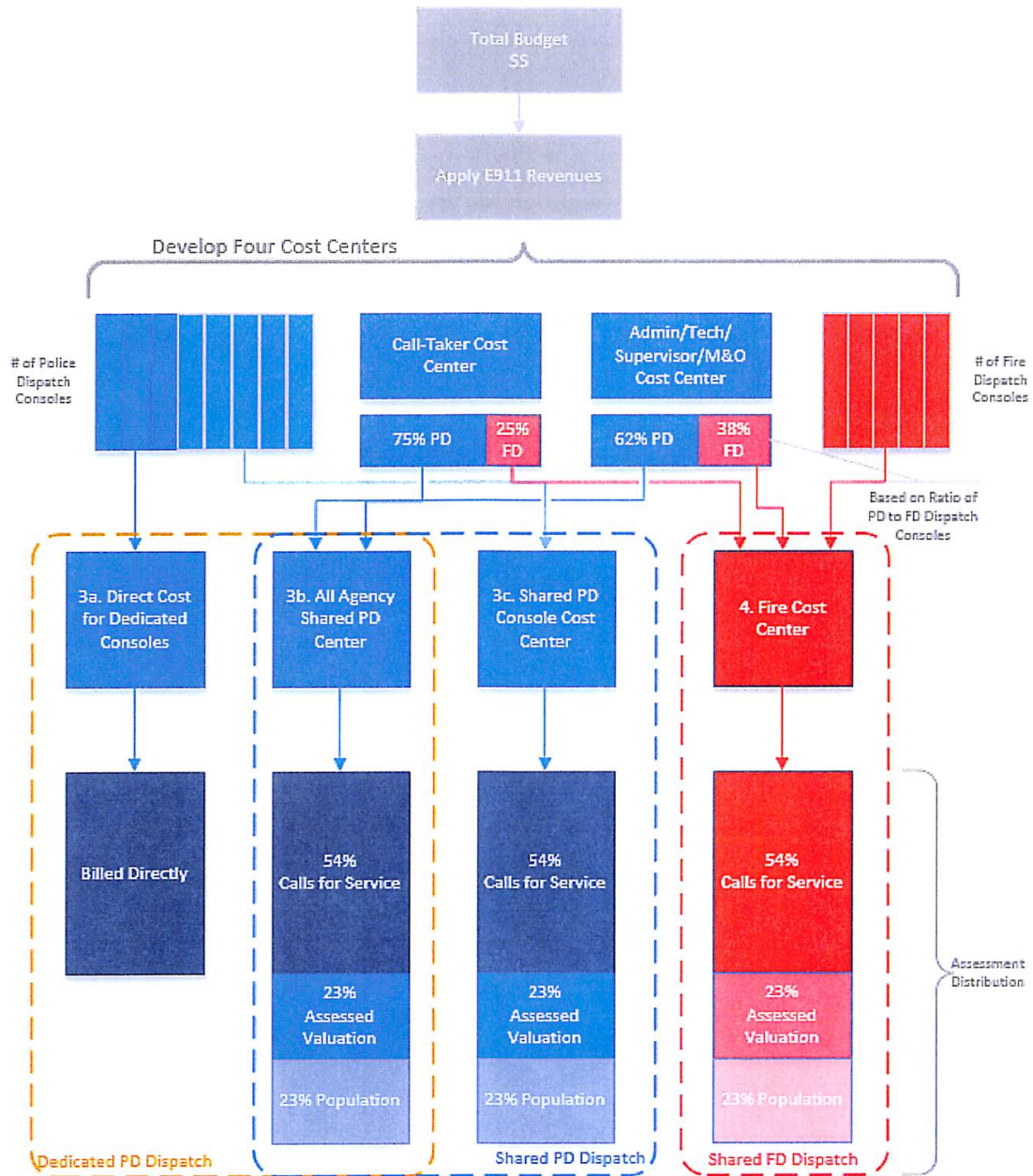
	Item	NORCOM	SNOCOM	SNOPAC	JTF Recommendation
2	Cost allocation between individual agencies	<p>% of Calls for Service (CFS).</p> <p>Calculated separately as between Police agencies and Fire agencies – individual agency CFS compared to the total for other like agencies (police or fire)</p>	<p>Same formula for police and fire agencies:</p> <p>Calls for Service (CFS) 54%</p> <p>Assessed Value 23%</p> <p>Popln. 23%</p> <p>Total police costs divided up per these percentages, and then allocated to individual police agencies <i>pro rata</i> by each metric. Same process for fire agencies.</p>	<p>Different formula for police and fire:</p> <p><u>Police Agencies:</u> Admin/Tech and Call Taking costs: Popln.</p> <p>Dispatch: % of cost for one dispatch station, based on agency's CFS % share for its dispatch station.</p> <p>Agencies asking for a dedicated dispatch station pay the full cost of that station.</p> <p><u>Fire Agencies:</u> all costs allocated 50% AV 50% CFS</p>	<p>Use SNOCOM approach.</p> <p><i>Rationale: The SNOCOM approach does a better job at balancing the large-small/ wealthy-poor/ busy-not busy differences between member agencies, recognizing the value of "stand-by" capacity, and minimizing spikes in service costs from year to year. But note—less of costs are based on CFS.</i></p>
3	<p>CFS defined</p> <p>CFS calculated</p>	<p>"any request for service or unit initiated activity resulting in creation of a CAD incident report and interaction with dispatch agency personnel." (no half units)</p> <p>2 year trailing annual average (Q1 of last budget year + prior 7 calendar quarters)</p>	<p>Self-initiated CFS are not counted.</p> <p>Most recent year for which complete data is available (for 2017 budget, the 2015 CFS are used)</p>	<p>Informational calls (unrelated to a request for service) are not counted. Officer initiated traffic stops are included.</p> <p>Most recent year for which complete data is available (for 2017 budget, the 2015 CFS are used)</p>	<p>2 year trailing annual average (Q1 of last budget year + prior 7 calendar quarters)</p> <p><i>Rationale: A major incident can dramatically increase the calls for service for an agency in any given year: this will smooth costs year to year.</i></p> <p>Include officer initiated traffic stops.</p> <p><i>Rationale: These stops create real work for dispatch center and should be counted.</i></p>

Table 1 continued: Other Assessment Issues
<p>4. Special charges for services used by only some agencies? Recommendation: Agencies wanting higher service level (i.e., dedicated dispatch): pay full direct & indirect cost of the service increment <u>Rationale:</u> Agencies seeking special level of service should pay for that service and others should be held harmless in cost from this decision.</p>
<p>5. Principals and Subscribers – fee differential? Recommendation: No fee differential between principals and subscribers. But Minor users (Paine Field, Jail, Courts, Fire Marshal) fees should be developed on a different basis than regular users. <u>Rationale:</u> Simpler. Anyone that uses the service should be charged some fee.</p>
<p>6. Who pays the bill? Recommendation: Allow member agencies to direct bill their clients if they so choose (and the client agency agrees). <u>Rationale:</u> customer service.</p>
<p>7. Assessments payment dates? Recommendation: A regular schedule – quarterly or semiannual payments. <u>Rationale:</u> Cash flow is important for the agency. Most agency customers (cities, fire departments, the county) receive a bulk of their revenues twice a year – when property taxes are paid. This may argue for a semiannual payment structure—payments in May and November. The decision here will impact the size of reserves necessary for cash flow between payment dates</p>
<p>8. Latecomers fees? Recommendation: Incorporate a policy recommendation into the ILA: Latecomers will bear an entry fee designed so that existing principles/ subscribers are financially held harmless and pay a contribution towards infrastructure investments <u>Rationale:</u> There is a large sunk investment in the infrastructure and new members should contribute towards this.</p>

**User Fee Assessment Formula Principles
As Approved by Joint Boards at January 2017 Joint Boards meeting**

1. Components of assessment formulas should be readily determinable by generally accepted data.
2. Assessments should *generally* reflect the actual cost to the agency of providing service, but there is a larger value to all participants to be gained from the unified service delivery model which should also be recognized in the assessment formula to some extent which may result in a less precise cost allocation.
3. There should be no price differential in assessments between subscribers and principals.
4. Assessment formulas should be based on multiple year average calls for service to avoid cost spikes for individual users – probably 2 years.
5. Annexation impacts should be addressed between the parties to the annexation prior to the time that updated population, A.V., and Calls for Service information is available to input into the formulas.
6. Those buying special services not utilized by all, or requesting a higher level of service should pay the actual cost (direct and indirect) of these special/higher level of services.
 - a. Assessment formulas should not unduly discourage agencies from choosing to provide a higher level of police response, but should reasonably reflect the cost to the dispatch agency of supporting such higher response levels.
 - b. An agency who is not a member/signatory to the Agency ILA directly requesting services of the dispatch agency should pay something for that service—need to address ancillary users in some way (e.g., jail, prosecutor).
7. We should design an assessment formula before running numbers, so people make a decision based on equity, rather than their personal bottom line.
8. A regular schedule for payments should be established.
9. A policy goal should be included in the ILA seeking an entrance fee from latecomers, sized to reflect a reasonable contribution towards sunk infrastructure costs and otherwise making existing parties financially neutral with respect to the latecomer joining the agency.
10. Assessment formulas should reliably generate sufficient revenue to fund agency operations, capital and reserves.

Exhibit A: Assessment Formula Graphical Walkthrough



Agenda Item 5. Governance

The main purpose of the March Joint Board discussion is to simply share feedback on the various governance options introduced in January. This is not an “action item.”

The governance options presented in January are attached (Attachments A and B). Note that the Fire options have been revised to include the North County RFA (inadvertently dropped from the January version).

In response to earlier questions from the SNOCOM Board, two additional information items are presented below:

Question: What types of ILA changes, if any, require unanimous consent of all member agencies?

Answer: We will need to confirm this with legal counsel. Below is an example based on a recent ILA whose member agencies are Everett, Tacoma, Seattle and Bellevue.

SECTION 18. AMENDMENT OF AGREEMENT.

This Agreement may be amended upon approval of a Supermajority Vote of the Executive Board except that any amendment affecting the following shall require consent of the legislative authorities of all Principals:

- a. Expansion of the scope of services provided by the Agency beyond the scope of expansion authorized in Section 5.c.
- b. The terms and conditions of membership on the Executive Board.
- c. Voting rights of Executive Board Members.
- d. Powers of the Executive Board.
- e. Principal contribution responsibilities.
- f. Hold harmless and indemnification requirements.
- g. Provisions regarding duration, termination or withdrawal.
- h. The conditions of this Section.

This section shall not be construed to require legislative authority consent for the addition of a new Principal or agreement to serve an additional Subscriber, or to expand or contract the services purchased by any Principal or Subscriber or offered by the Agency.

Note: terms in any new ILA will be subject to review of legal counsel of the member agencies.

Question: What assurance can a member agency have that costs will not rise excessively under a consolidated agency?

Answer: The approved governance principles include the idea that the budget would require *supermajority approval*. The definition of a supermajority vote could take several forms, and the staff

recommendation is that this issue be tackled *after a decision is made on the governance board structure.*
(cont'd. below)

By way of comparison:

- Under the SNOCOM ILA, budgets can be approved with a simple majority of Board votes.
- Under the SNOPAC ILA, the budget is approved by a simple majority vote, unless a member calls for a weighted vote (66% of Board members by weight, with weight based on current year's assessments.)
- Under the SERS ILA, budget approval is by simple majority vote, unless a weighted vote is called for (weighted vote requires 30% of members by number and 60% by weight, with weight based on cost allocation); however, if the budget increases more than 10% above the prior year's budget, it requires approval of a supermajority (defined as 70% by number of member agencies and 66.6% of weight, again based on cost allocation.)

For informational purposes, data previously presented to the Joint Boards on annual budget and assessment increases in SNOCOM and SNOPAC is reprinted below:

PSAP Average Change 2013-2017

	3 Year	4 Year	5 Year
SNOPAC Budget	3.62%	3.27%	2.59%
SNOPAC Assessment	3.26%	2.04%	1.29%
SNOCOM Budget	4.03%	4.33%	3.51%
SNOCOM Assessment	5.44%	5.50%	2.57%

Attachment A: Police Service Providers – 3 Options to Allocate 10 seats

			Option 1	Option 2	Option 3
Police Services providers (excludes Bothell)	OFM Population 2016	%	3 -- Large (8%+) 2--Medium (>3%,<8%) 2--Small (3% or less) + 3 TAC seats	4 Largest agencies get a seat; Remaining agencies divided in 2 equally sized caucuses each with 1 seat +4 TAC seats	4 caucuses each with 2 seats. Caucuses created working up from smallest agencies to largest. +2 TAC seats
Unincorp. Snohomish County (pop. includes contract cities)	367,150	48.6%	1 seat to Sheriff 2 caucus appts. from other agencies in the caucus	48.6% of population 1 seat	48.6% 2 seats
Everett	108,300	14.3%		14.3% of population 1 seat	14.3% 2 seats
Marysville	64,940	8.6%		9% of population 1 seat	18.8% 2 seats
Edmonds	40,900	5.4%	2 caucus appts.,	5% of population 1 seat	18.3% 2 seats
Lynnwood	36,590	4.8%		11.7% 1 seat	
Lake Stevens	30,900	4.1%	2 caucus appts.,	11.4% 1 seat	+2 TAC seats
Mountlake Terrace	21,090	2.8%			
Mukilteo	21,070	2.8%			
Mill Creek	19,900	2.6%	+ 3 TAC seats— 1 from a large agency; 1 medium; 1 small	+ 4 TAC seats (can be from any agency)	Each Caucus must appoint at least 1 Ops Staff
Arlington	18,620	2.5%			
Monroe	18,120	2.4%			
Brier	6,555	0.9%			
Woodway	1,335	0.2%			
Total Pop. Served	755,470	100.00%			

Notes:

Unless otherwise noted, seats can be given to either elected officials or senior staff (Chief/Deputy/Asst.)

Every board member will have a single designated alternate. TAC alternates must be from a different agency than the primary member, but of the same caucus.

When a supermajority vote is called for, TAC representative votes would be included in the caucus in which their agency is otherwise included. (Supermajority definition is TBD)

TAC representatives would be from agencies not otherwise represented (unless this is not possible due to the number of agencies in a caucus).

Attachment B: Fire Service Providers – 3 Options to Allocate 5 seats (v. 2.27.17)

			Option 1	Option 2	Option 3
Fire Service Providers, by population served (excl. Bothell, Woodway)	Based on 2016 OFM Pop.	%	2 – Large (14%+) 1 – Medium (>3% <14%) 1 – Small (3% or less) + 1 TAC from large agency	3 largest fire providers get a seat; Other agencies divided into 2 equally sized caucuses	3 caucuses, sized from smallest agencies up to largest + 2 seats appointed by Fire TAC
FD #1	214,840	28.9%	2 seats (1 must be an Operational staff) + 1 TAC seat	28.9% 1 seat	28.9% 1 seat
FD #7 (incl. FD#3)	112,696	15.2%		15.2% 1 seat	40.5% 1 seat
Everett	108,300	14.6%		14.6% 1 seat	
FD #12	79,452	10.7%	1 seat (25.6% of total pop. served)	21.8% 1 seat	30.56% 1 seat
FD#8	45,846	6.2%			
Lynnwood	36,590	4.9%			
FD #4	28,005	3.8%			
North County RFA	22,493	3.0%	1 seat (15.69% of total pop. Served)	1 seat	+ 2 TAC seats – one from agencies in each caucus
Mukilteo	21,070	2.8%			
Arlington	18,620	2.5%			
FD #17	12,591	1.7%			
FD #21	8,517	1.1%			
FD #5	8,437	1.1%			
FD #15	4,942	0.7%			
FD #22	4,883	0.7%			
FD #26	4,546	0.6%			
FD #19	3,300	0.4%			
FD #24	3,112	0.4%			
FD #16	2,783	0.4%			
FD #25	919	0.1%			
FD #28	541	0.1%			
FD #23	352	0.05%			
FD #27	69	0.009%			
Total Pop. served	742,904	99.96%			

Notes:

Unless otherwise noted, seats can be given to either elected officials or senior staff (Chief/Deputy/Asst.)

Every board member will have a single designated alternate. TAC alternates must be from a different agency than the primary member, of the same caucus.

When a supermajority vote is called for, TAC representative votes would be included in the caucus in which their agency is otherwise included. (Supermajority definition is TBD)

TAC representatives would be from agencies not otherwise represented (unless this is not possible due to the number of agencies in a caucus).

Project Schedule (as of March 2017)

If the Boards agree that the process should continue to move forward, next steps include:

- **April Joint Board:** direction on governance structure
- Presentations in April will also include mapping out / agreeing on process to move forward
- Will want to map out **options for how consolidation is accomplished**
 - There are several possible approaches
 - *Recommend input from outside legal counsel* (Request for expenditure authority)
 - There are distinct roles for both SNOCOM and SNOPAC Boards and individual member agencies:
 - SNOCOM and SNOPAC own the operating assets and would need to agree to any disposition/transfer of those assets
 - At a minimum, SNOCOM and SNOPAC Boards would each take an advisory position on consolidation
 - The members of a consolidated agency would be the individual fire and police agencies. Member agency legislative bodies ultimately make the decision on whether to sign on to a new ILA.
- **First step after April:** Individual Agency Briefings (May – July)
 - Already have scheduled: Lake Stevens, Edmonds, Lynnwood, Mountlake Terrace, and Mukilteo.
- **Over the summer:** Work on ILA, transition budget and timeline
- **September:** Joint Board review and advisory position on new ILA
- **Oct-December:** Depending on Joint Board Action, Individual Agencies briefed and have decision whether to sign on to new ILA
- **New Agency could start work as soon as June 2018**

**SNOCOM/SNOPAC Option 4B- SNOCOM As Warm Backup
Estimated Assessment By Individual Jurisdiction**

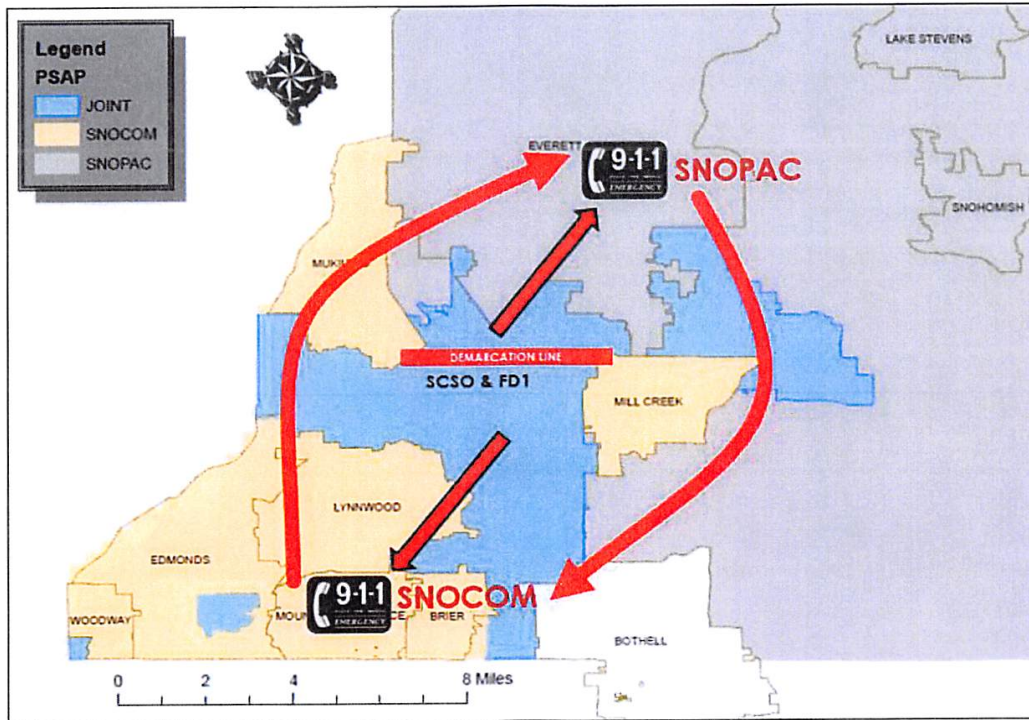
DRAFT

Note: The assessment information contained in this estimate is based on the Option 4B – Consolidated Agency Two Facilities pro forma. The estimate is based on 2015 Calls for Service (including self-initiated activity), Assessed Valuation (Snohomish County Assessor February 2016), and Population (Washington State Office of Financial Management, Fire Protection Districts 10/2016, Cities, Towns and Counties 4/2016). Official data is not available for Airport Fire, Fire Marshall, and Stillaguamish PD. The assessment for these agencies is based on a cost-per-call formula. The estimate does not include one-time transition costs and assumes the agency has reduced staff through attrition. This information should only be used to evaluate PSAP consolidation.

Jurisdiction	2017 Actual Assessment	2017 Consolidated Assessment	Difference \$	Difference %
Brier Police	\$88,802	\$61,432	(\$27,370)	-30.82%
Brier Fire	\$24,332	\$34,455	\$10,123	41.61%
Edmonds Police	\$785,690	\$446,398	(\$339,292)	-43.18%
Edmonds Fire	\$243,014	\$333,623	\$90,610	37.29%
Lynnwood Police	\$917,211	\$516,157	(\$401,054)	-43.73%
Lynnwood Fire	\$262,221	\$350,833	\$88,612	33.79%
Mill Creek Police	\$348,219	\$193,206	(\$155,012)	-44.52%
Mill Creek Fire	\$97,181	\$134,448	\$37,267	38.35%
MLT Police	\$364,721	\$224,068	(\$140,653)	-38.56%
MLT Fire	\$110,304	\$149,013	\$38,709	35.09%
Mukilteo Police	\$409,916	\$233,807	(\$176,109)	-42.96%
Mukilteo Fire	\$112,282	\$156,343	\$44,061	39.24%
Woodway Police	\$28,464	\$17,738	(\$10,726)	-37.68%
Fire Dist 1	\$615,660	\$850,412	\$234,752	38.13%
Arlington Fire	\$167,032	\$165,228	(\$1,804)	-1.08%
Arlington Police	\$260,685	\$257,223	(\$3,462)	-1.33%
Darrington Police	\$13,297	\$11,587	(\$1,710)	-12.86%
Everett Fire	\$1,066,807	\$1,034,735	(\$32,072)	-3.01%
Everett Police	\$1,844,597	\$1,922,776	\$78,179	4.24%
Fire 15	\$34,876	\$38,163	\$3,287	9.43%
Fire 16	\$18,453	\$15,716	(\$2,737)	-14.83%
Fire 17	\$83,746	\$87,681	\$3,935	4.70%
Fire 19	\$25,840	\$24,323	(\$1,517)	-5.87%
Fire 21	\$50,477	\$48,954	(\$1,523)	-3.02%
Fire 22	\$31,484	\$28,608	(\$2,876)	-9.14%
Fire 23	\$5,038	\$5,254	\$216	4.29%
Fire 24	\$21,491	\$23,426	\$1,935	9.00%
Fire 25 (Oso)	\$6,529	\$6,388	(\$141)	-2.17%
Fire 26	\$28,973	\$31,899	\$2,926	10.10%
Fire 27	\$2,831	\$1,684	(\$1,147)	-40.50%
Fire 28	\$7,707	\$7,556	(\$151)	-1.96%
Fire 4	\$223,248	\$206,513	(\$16,735)	-7.50%
Fire 5	\$54,991	\$57,853	\$2,862	5.20%
Fire 7 (and 3)	\$631,385	\$564,049	(\$67,336)	-10.66%
Fire 8	\$269,589	\$263,137	(\$6,452)	-2.39%
Gold Bar Police	\$33,861	\$30,443	(\$3,418)	-10.09%
Granite Falls Police	\$52,159	\$49,396	(\$2,763)	-5.30%
Lake Stevens Police	\$323,863	\$296,100	(\$27,763)	-8.57%
Marysville Fire Dist	\$578,908	\$591,012	\$12,104	2.09%
Marysville Police	\$982,416	\$941,871	(\$40,545)	-4.13%
Monroe Police	\$284,553	\$269,005	(\$15,548)	-5.46%
North County Fire	\$123,393	\$116,085	(\$7,308)	-5.92%
SCSO (unincorp)	\$2,900,449	\$2,866,603	(\$33,846)	-1.17%
Snohomish Police	\$129,068	\$125,482	(\$3,586)	-2.78%
Stanwood Fire	\$73,808	\$75,020	\$1,212	1.64%
Stanwood Police	\$86,876	\$84,841	(\$2,035)	-2.34%
Sultan Police	\$68,727	\$62,682	(\$6,045)	-8.80%
Fire Marshall (\$7137)	\$7,137	\$3,870	(\$3,267)	-45.77%
Airport Fire (\$15,577)	\$15,577	\$8,447	(\$7,130)	-45.78%
Stillaguamish Police (\$39,023)	\$39,023	\$51,109	\$12,086	30.97%

Option 1 – Status Quo

This option projects the impacts of normalizing staffing levels at both agencies, using the 2016 adopted budget/authorized staffing positions by each agency and makes no changes to operational practices



SNOPAC

E911 Volume Change: Unchanged
 Population Change: Unchanged
 E911 Revenue Change: Unchanged
 Staff Model Change: -2 FTE
 911 Transfers: Unchanged

SNOCOM

E911 Volume Change: Unchanged
 Population Change: Unchanged
 E911 Revenue Change: Unchanged
 Staff Model Change: +8 FTE
 911 Transfers: Unchanged

Note: The SNOCOM Board authorized an increase of 1 FTE in 2017.

Significant Pros

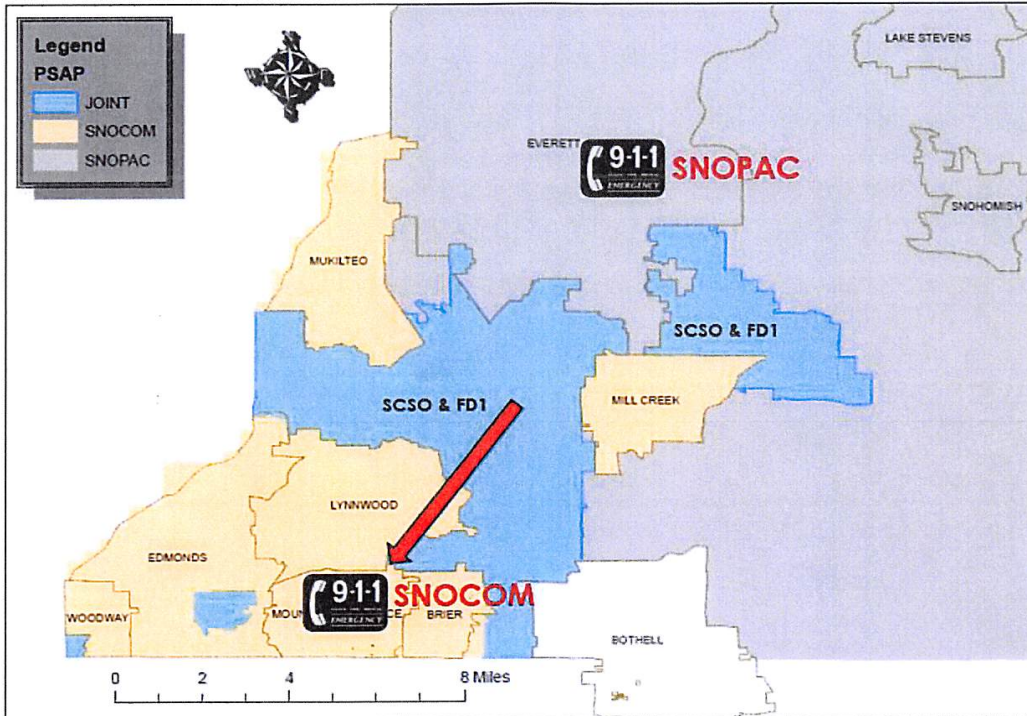
- Does not require either Board to change governance structure.

Significant Cons

- No resolution to 911 transfer problem impacting 45,000-50,000 callers annually.
- SNOCOM call taker capacity levels unchanged/missed opportunity for SNOCOM service level improvement. (note: even with staffing adds, capacity is still at issue for large/peak call volumes)
- Serious officer and public safety concerns remain with separation of call takers and dispatchers in two physical locations.
- In order to provide equal levels of service across the County, consistent staffing models were applied, resulting in the need for SNOCOM to increase staff by +8 FTEs.
- No resolution to E911 funding imbalance. Will be pressed for resolution with likely result in shift of revenue.
- No improvement over current New World mitigation efforts (Cross-PSAP Call Processing).
- Complicates potential for future merger with SERS.
- Limits opportunity for countywide governance model, forces SERS to consider board restructure in support of next-gen radio system.
- Continued operational dispatch challenges associated with having two PSAPs dispatch for the same agency (FD7/Mill Creek Fire).
- SNOPAC likely to need additional Police talk-group in near future (modeled in 2020 in pro forma)

Option 2B – Reroute JSA calls to SNOCOM

This option projects the impacts of routing all Jointly Served Area (JSA) calls to SNOCOM, using the 2016 adopted budget/authorized staffing positions by each agency.



SNOPAC

E911 Volume Change: -6.05%
 Population Change: -145K
 E911 Revenue Change: -\$175K
 Staff Model Change: -2 FTE
 911 Transfers: -31%

SNOCOM

E911 Volume Change: +14.2%
 Population Change: None
 E911 Revenue Change: +\$307K
 Staff Model Change: +9 FTE
 911 Transfers: -81%

Note: The SNOCOM Board authorized an increase of 1 FTE in 2017.

Significant Pros

- Eliminates all JSA 911 call transfers.
- Significant increase in E911 revenue for SNOCOM.

- Does not require either Board to change governance structure.

Significant Cons

- 911 call transfers around border areas remain.
- More impactful to staffing as compared to Option 2A (for SNOCOM +7 vs +9).
- Serious security/safety concerns with separation of call takers and dispatchers in two physical locations.
- SNOPAC/SCSO JSA area experience reduction in call taker capacity (smaller staff at SNOCOM).
- Decrease in E911 revenue for SNOPAC.
- In order to provide equal levels of service for those calls in the JSA consistent staffing models were applied, resulting in the need for SNOCOM to increase staff by +9 FTEs.
- Complicates potential for future merger with SERS.
- Limits opportunity for countywide governance model, forces SERS to consider board restructure in support of next-gen radio system.

10 Year Pro Forma Budget Option 1 - Status Quo SNOPAC (Updated 1/16/2017)

SNOPAC Assumptions:

5 Yr Dispatcher/CT Salary	\$	63,665
5 Yr Dispatcher/CT Benefits	\$	25,268
5 Yr Supervisor Salary	\$	82,293
5 Yr Supervisor Benefits	\$	28,484

1a. SNOPAC Stand Alone

	2016 Budget	2016 Optimal	2017	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Member Agency Population (E911 Formula)	593,875	593,875	608,600	616,147	623,802	631,566	639,440	647,428	655,529	663,748	672,084	680,541
Incoming 911+10DE+Aband Calls (E911 Formula)	555,708	555,708	578,681	585,857	593,136	600,518	608,005	615,600	623,303	631,118	639,044	647,086
Incoming & Abandoned Phone (Staffing)	583,848	583,848	598,170	605,588	613,112	620,743	628,482	636,333	644,296	652,373	660,567	668,879
Total CAD Calls for Service	651,556	651,556	663,132	672,493	682,004	691,667	701,486	711,462	721,599	731,900	742,367	753,004
Labor Cost Center												
Dispatcher / Supervisor / Admin&IT = TOTAL	78/14/21 = 113	76/14/21 = 111	76/14/21 = 111	76/14/21 = 111	76/14/21 = 111	83/14/21 = 118	83/14/21 = 118	83/14/21 = 118	83/14/21 = 118	83/14/21 = 118	84/14/21 = 119	84/14/21 = 119
Dispatcher/CT	\$ 4,805,974	\$ 4,838,540	\$ 4,983,696	\$ 5,133,207	\$ 5,287,203	\$ 5,947,408	\$ 6,125,830	\$ 6,309,605	\$ 6,498,893	\$ 6,693,860	\$ 6,977,744	\$ 7,187,077
Dispatcher/CT Benefits	\$ 1,943,276	\$ 1,920,368	\$ 2,016,386	\$ 2,117,206	\$ 2,223,066	\$ 2,549,213	\$ 2,676,674	\$ 2,810,508	\$ 2,951,033	\$ 3,098,585	\$ 3,292,713	\$ 3,391,494
Supervisor/Lead Salary	\$ 1,059,243	\$ 1,152,102	\$ 1,186,665	\$ 1,222,265	\$ 1,258,933	\$ 1,296,701	\$ 1,335,602	\$ 1,375,670	\$ 1,416,940	\$ 1,459,448	\$ 1,503,232	\$ 1,548,329
Supervisor/Lead Benefits	\$ 382,742	\$ 398,776	\$ 418,715	\$ 439,651	\$ 461,633	\$ 484,715	\$ 508,950	\$ 534,398	\$ 561,118	\$ 589,174	\$ 618,632	\$ 649,564
Admin & IT Labor	\$ 2,139,512	\$ 2,139,512	\$ 2,203,697	\$ 2,269,808	\$ 2,337,903	\$ 2,408,040	\$ 2,480,281	\$ 2,554,689	\$ 2,631,330	\$ 2,710,270	\$ 2,791,578	\$ 2,875,325
Admin & IT Benefits	\$ 726,636	\$ 726,636	\$ 762,968	\$ 801,116	\$ 841,172	\$ 883,231	\$ 927,392	\$ 973,762	\$ 1,022,450	\$ 1,073,572	\$ 1,127,251	\$ 1,183,613
Other Labor Costs	\$ 600,000	\$ 600,000	\$ 729,725	\$ 671,892	\$ 692,049	\$ 765,837	\$ 788,812	\$ 812,477	\$ 836,851	\$ 861,957	\$ 896,597	\$ 923,495
Total Labor Cost Center	\$ 11,657,383	\$ 11,775,934	\$ 12,301,853	\$ 12,655,145	\$ 13,101,958	\$ 14,335,144	\$ 14,843,542	\$ 15,371,108	\$ 15,918,615	\$ 16,486,865	\$ 17,207,747	\$ 17,758,897
M&O + Capital Budgets	\$ 2,214,254	\$ 2,214,254	\$ 2,302,824	\$ 2,394,937	\$ 2,490,735	\$ 2,590,364	\$ 2,693,979	\$ 2,801,738	\$ 2,913,807	\$ 3,030,359	\$ 3,151,574	\$ 3,277,637
Total Budget	\$ 13,871,637	\$ 13,990,188	\$ 14,604,677	\$ 15,050,082	\$ 15,592,693	\$ 16,925,508	\$ 17,537,520	\$ 18,172,846	\$ 18,832,422	\$ 19,517,225	\$ 20,359,321	\$ 21,036,534
E911 Revenue Applied to Member Assessments	\$ 3,468,302	\$ 3,468,302	\$ 3,566,486	\$ 3,676,898	\$ 3,790,726	\$ 3,908,076	\$ 4,029,058	\$ 4,153,783	\$ 4,282,367	\$ 4,414,931	\$ 4,551,596	\$ 4,692,491
Member Assessment	\$ 10,403,335	\$ 10,521,886	\$ 11,038,191	\$ 11,373,184	\$ 11,801,967	\$ 13,017,432	\$ 13,508,463	\$ 14,019,063	\$ 14,550,055	\$ 15,102,294	\$ 15,807,725	\$ 16,344,043
E911 Revenue Applied to Reserves	\$ 867,076	\$ 867,076	\$ 891,622	\$ 919,224	\$ 947,681	\$ 977,019	\$ 1,007,264	\$ 1,038,446	\$ 1,070,592	\$ 1,103,733	\$ 1,137,899	\$ 1,173,123
E911 Revenue Total	\$ 4,335,378	\$ 4,335,378	\$ 4,458,108	\$ 4,596,122	\$ 4,738,407	\$ 4,885,095	\$ 5,036,322	\$ 5,192,229	\$ 5,352,959	\$ 5,518,664	\$ 5,689,496	\$ 5,865,614
Cost Per Call (Total CAD CFS/Total Budget)	\$ 21.29	\$ 21.47	\$ 22.02	\$ 22.38	\$ 22.86	\$ 24.47	\$ 25.00	\$ 25.54	\$ 26.10	\$ 26.67	\$ 27.42	\$ 27.94
Cost Per Capita (Total Population/Total Budget)	\$ 23.36	\$ 23.56	\$ 24.00	\$ 24.43	\$ 25.00	\$ 26.80	\$ 27.43	\$ 28.07	\$ 28.73	\$ 29.40	\$ 30.29	\$ 30.91

The eight supervisor positions include six line supervisors and two training supervisors.
 SNOPAC 2016 Optimal based on fully cross trained, eliminating the current Call-Taker salary range. All positions are budgeted within the dispatcher range.
 Dispatcher/CT, Supervisor/Lead Salary, Admin & IT Labor line items consist of Salaries / Wages only.
 Benefits line items include Med/Vision, Dental, EAP, PERS, Retirement Match, Medicare and Worker's Comp.
 Other Labor Costs include Overtime & Employment Security / Unemployment.
 M&O includes the remaining Budgeted Operating expenses (excludes Labor related expenses listed above). SNOPAC typically funds capital needs through the use of carryover dollars.
 E911 Revenue represents funds potentially available from the County E911 office and assumes there is no change to existing formula. This pro forma assumes 80% application of available funding to offset agency assessments, which is historically not how the PSAPS have budgeted the use of E911 funds.
 Annual Change is based on the 2026 to 2016 Optimal budget, which includes the additional staff in 2020.

10 Year Pro Forma Budget - Option 2B - "Move JSA 911 calls to SNOCOM"

Option 2B - SNOCOM

Common Assumptions:

Salary % Chg	3.00%
Benefits % Chg	5.00%
M&O % Chg	4.00%
2016 E911 Combined Revenue	\$ 6,053,000
E911 Revenue % Chg	3.00%

SNOCOM Assumptions:

5 Yr Dispatcher/CT Salary	\$ 57,252
5 Yr Dispatcher/CT Benefits	\$ 27,062
5 Yr Supervisor Salary	\$ 70,272
5 Yr Supervisor Benefits	\$ 33,062

Model Changes:

Population	-	Total model estimated population for JSA from OFM
E911 Form Call Chg	31,671	Total of 2016 911&Aband Calls from Terry V Map
ErlangC Chg	14.20%	% of Change to all incoming (for staffing) calls

	2017	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Annual Pop Chg	-	-	-	-	-	-	-	-	-	-
E911 Form Call Chg	31,671	31,970	32,271	32,575	32,882	33,192	33,505	33,821	34,140	34,461

Option 2B - SNOCOM (Move JSA calls to SNOCOM)

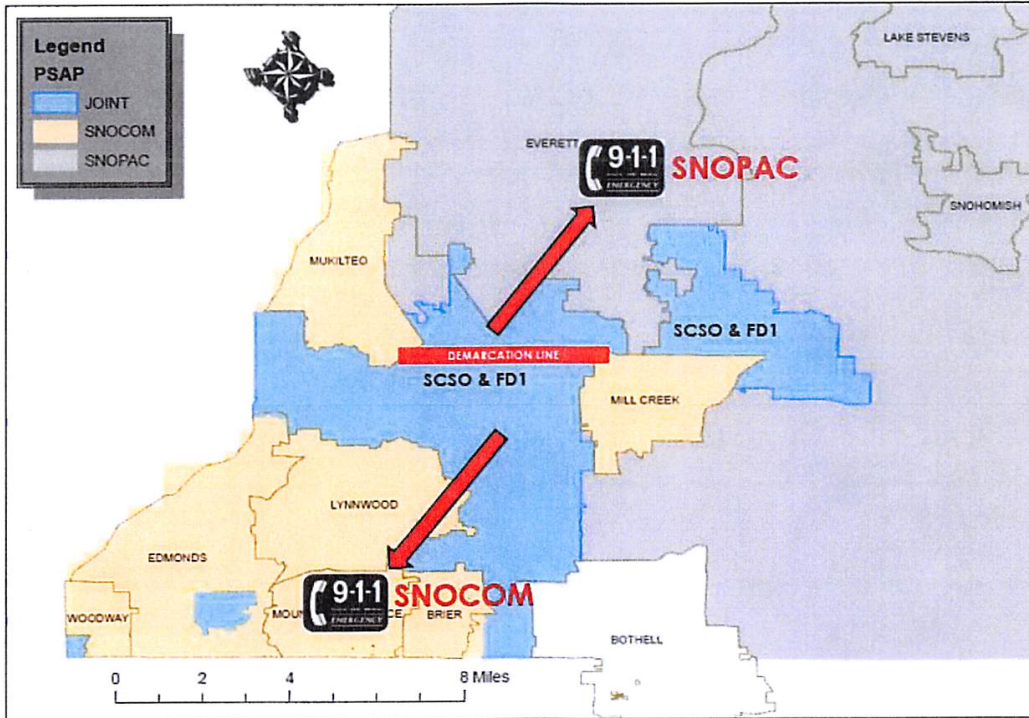
	2016 Budget	2016 Optimal	2017 Optimal MODIFIED	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
ORIG Member Agency Population (E911 Formula)	288,848	288,848	290,998	293,620	296,269	298,948	301,655	304,392	307,158	309,954	312,781	315,638
NEW Member Agency Population (E911 Formula)			290,998	293,620	296,269	298,948	301,655	304,392	307,158	309,954	312,781	315,638
ORIG Incoming 911+10DE+Aband Calls (E911 Formula)	190,109	190,109	192,509	194,243	195,996	197,768	199,559	201,369	203,199	205,049	206,919	208,809
NEW Incoming 911+10DE+Aband Calls (E911 Formula)			224,180	226,213	228,267	230,343	232,441	234,561	236,704	238,870	241,059	243,271
ORIG Incoming & Abandoned Phone (Staffing)	223,623	223,623	223,361	225,373	227,407	229,463	231,541	233,641	235,765	237,911	240,081	242,274
NEW Incoming & Abandoned Phone (Staffing)			255,378	255,078	257,376	259,699	262,047	264,420	266,819	269,243	271,694	274,172
Total CAD Calls for Service	162,288	162,288	163,617	165,234	166,873	168,533	170,215	171,920	173,647	175,397	177,171	178,968
Labor Cost Center												
Dispatcher / Supervisor / Admin&IT = TOTAL	28/6/11 = 45	36/6/11 = 53	37/6/11 = 54	37/6/11 = 54	37/6/11 = 54	38/6/11 = 55	38/6/11 = 55	38/6/11 = 55	38/6/11 = 55	38/6/11 = 55	39/6/11 = 56	39/6/11 = 56
Dispatcher/CT Labor	\$ 1,509,803	\$ 2,061,072	\$ 2,118,324	\$ 2,181,874	\$ 2,247,330	\$ 2,377,311	\$ 2,448,630	\$ 2,522,089	\$ 2,597,752	\$ 2,675,684	\$ 2,758,067	\$ 2,840,809
Dispatcher/CT Benefits	\$ 721,963	\$ 1,062,036	\$ 1,001,294	\$ 1,051,359	\$ 1,103,927	\$ 1,190,451	\$ 1,249,973	\$ 1,312,472	\$ 1,378,095	\$ 1,447,000	\$ 1,562,760	\$ 1,609,643
Supervisor Salary	\$ 426,471	\$ 421,632	\$ 421,632	\$ 434,281	\$ 447,309	\$ 460,729	\$ 474,551	\$ 488,787	\$ 503,451	\$ 518,554	\$ 534,111	\$ 550,134
Supervisor Benefits	\$ 181,267	\$ 177,006	\$ 198,372	\$ 208,291	\$ 218,705	\$ 229,640	\$ 241,122	\$ 253,179	\$ 265,837	\$ 279,129	\$ 293,086	\$ 307,740
Admin & IT Labor	\$ 1,020,452	\$ 1,020,452	\$ 1,020,452	\$ 1,051,066	\$ 1,082,598	\$ 1,115,075	\$ 1,148,528	\$ 1,182,984	\$ 1,218,473	\$ 1,255,027	\$ 1,292,678	\$ 1,331,458
Admin & IT Benefits	\$ 356,748	\$ 356,748	\$ 356,748	\$ 374,585	\$ 393,315	\$ 412,980	\$ 433,629	\$ 455,311	\$ 478,076	\$ 501,980	\$ 527,079	\$ 553,433
Other Labor Costs	\$ 447,609	\$ 573,927	\$ 573,927	\$ 591,145	\$ 608,880	\$ 641,282	\$ 660,521	\$ 680,336	\$ 700,746	\$ 721,769	\$ 743,899	\$ 766,216
Total Labor Cost Center	\$ 4,664,313	\$ 5,672,873	\$ 5,690,749	\$ 5,892,600	\$ 6,102,063	\$ 6,427,468	\$ 6,656,954	\$ 6,895,157	\$ 7,142,431	\$ 7,399,144	\$ 7,711,680	\$ 7,959,434
M&O + Capital Budgets	\$ 1,204,245	\$ 1,204,245	\$ 1,204,245	\$ 1,252,415	\$ 1,302,511	\$ 1,354,612	\$ 1,408,796	\$ 1,465,148	\$ 1,642,254	\$ 1,707,944	\$ 1,776,262	\$ 1,847,313
Total Budget	\$ 5,868,558	\$ 6,877,118	\$ 6,894,994	\$ 7,145,015	\$ 7,404,574	\$ 7,782,080	\$ 8,065,750	\$ 8,360,305	\$ 8,784,685	\$ 9,107,088	\$ 9,487,942	\$ 9,806,746
E911 Revenue Applied to Member Assessments 80%	\$ 1,384,157	\$ 1,384,157	\$ 1,629,953	\$ 1,674,817	\$ 1,720,901	\$ 1,768,237	\$ 1,816,860	\$ 1,866,802	\$ 1,918,100	\$ 1,970,789	\$ 2,024,907	\$ 2,080,491
Member Assessment	\$ 4,484,401	\$ 5,492,962	\$ 5,265,041	\$ 5,470,198	\$ 5,683,673	\$ 6,013,843	\$ 6,248,891	\$ 6,493,503	\$ 6,866,585	\$ 7,136,299	\$ 7,463,035	\$ 7,726,255
E911 Revenue Applied to Reserves 20%	\$ 346,039	\$ 346,039	\$ 407,488	\$ 418,704	\$ 430,225	\$ 442,059	\$ 454,215	\$ 466,700	\$ 479,525	\$ 492,697	\$ 506,227	\$ 520,123
E911 Revenue Total	\$ 1,730,196	\$ 1,730,196	\$ 2,037,441	\$ 2,093,522	\$ 2,151,126	\$ 2,210,297	\$ 2,271,074	\$ 2,333,502	\$ 2,397,624	\$ 2,463,486	\$ 2,531,133	\$ 2,600,614
Cost Per Call (Total CAD CFS/Total Budget)	\$ 36.16	\$ 42.38	\$ 42.14	\$ 43.24	\$ 44.37	\$ 46.18	\$ 47.39	\$ 48.63	\$ 50.59	\$ 51.92	\$ 53.55	\$ 54.80
Cost Per Capita (Total Population/Total Budget)	\$ 30.87	\$ 36.17	\$ 30.76	\$ 31.59	\$ 32.44	\$ 33.78	\$ 34.70	\$ 35.64	\$ 37.11	\$ 38.13	\$ 39.36	\$ 40.31

Difference compared to 2016 Budget	
Labor	\$ 1,026,436
M&O	\$ -
Total Budget Change	\$ 1,026,436
Total E911 Rev Change	\$ 307,246
Total Assessment Change	\$ 780,640

Dispatch/CT and Supervisor salary based on 5 year employee.
 Benefits include: Employer cost of Medicare, PERS, ICMA LTD, L&I, medical, dental, vision.
 Common assumptions applied year 2018 through 2026.
 Labor Cost Center figures include salaries and benefits only.
 Other Labor Costs include: budgeted overtime, CBA holiday buyback, CBA longevity, and unemployment
 For 2016 Budget and Optimal, M&O includes a \$228K per year contribution to capital replacement. 2017 going forward uses budget assumptions.
 E911 Revenue represents funds potentially available from the County E911 office and assumes there is no change to existing formula. This pro forma assumes 80% application of available funding to offset agency assessments, which is historically not how the PSAPS have budgeted the use of E911 funds.
 Annual Change is based on the 2026 to 2016 Optimal budget, which already includes the additional staff.
 \$118,500 is added in 2023-2026 M&O for SNOCOM rent. This is based on the \$1.25 per sq ft, the same amount SNOPAC currently pays.

Option 3 – Aggressive Cross PSAP Call Entry

This option projects the impacts of processing the entirety of all calls, without transferring, using the shared CAD system, using the 2016 adopted budget/authorized staffing positions by each agency.



SNOPAC

E911 Volume Change: -5.96%
 Population Change: -79K
 E911 Revenue Change: +\$197K
 Staff Model Change: -2 FTE
 911 Transfers: None

SNOCOM

E911 Volume Change: -4.78%
 Population Change: -67K
 E911 Revenue Change: -\$66K
 Staff Model Change: +7 FTE
 911 Transfers: None

Note: The SNOCOM Board authorized an increase of 1 FTE in 2017.

Significant Pros

- Eliminates all JSA and border area 911 call transfers.
- Increase in E911 revenue for SNOPAC (removal of transfers from E911 formula).
- Does not require either Board to change governance structure.

Significant Cons

- SNOPAC/SCSO JSA and border areas experience reduction in call taker capacity.
- Significant workload increase for SNOCOM with a reduction in E911 revenue.
- Serious security/safety concerns with separation of call takers and dispatchers in two physical locations.
- Unfunded staffing need at SNOCOM.
- SNOCOM must up-staff (approx. \$875K new costs) to provide standards compliant service levels currently provided at SNOPAC.
- Complicates potential for future merger with SERS.
- Limits opportunity for countywide governance model, forces SERS to consider board restructure in support of next-gen radio system.
- Modest decrease in E911 revenue for SNOCOM.

Option 2B - SNOPAC

SNOPAC Assumptions:

5 Yr Dispatcher/CT Salary	\$	63,665
5 Yr Dispatcher/CT Benefits	\$	25,268
5 Yr Supervisor Salary	\$	82,293
5 Yr Supervisor Benefits	\$	28,484

Model Changes:

Population	(145,074)	Total model estimated population for JSA from OFM
E911 Form Call Chg	(34,976)	Total of 2016 911&Aband Calls from Terry V Map
ErlangC Chg	-6.05%	% of Change to all incoming (for staffing) calls

	2017	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Annual Pop Chg	(145,074.0)	(146,366.5)	(147,670.4)	(148,986.0)	(150,313.3)	(151,652.5)	(153,003.6)	(154,366.7)	(155,741.9)	(157,129.4)
E911 Form Call Chg	(34,976)	(35,575)	(36,184)	(36,804)	(37,434)	(38,075)	(38,727)	(39,391)	(40,065)	(40,751)

Option 2B - SNOPAC (Move JSA calls to SNOCOM)

	2016 Budget	2016 Optimal	2017 Optimal MODIFIED	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
ORIG Member Agency Population (E911 Formula)	593,875	593,875	608,600	616,147	623,802	631,566	639,440	647,428	655,529	663,748	672,084	680,541
NEW Member Agency Population (E911 Formula)			463,526	469,781	476,131	482,580	489,127	495,775	502,526	509,381	516,342	523,412
ORIG Incoming 911+10DE+Aband Calls (E911 Formula)	546,027	546,027	578,681	585,857	593,136	600,518	608,005	615,600	623,303	631,118	639,044	647,086
NEW Incoming 911+10DE+Aband Calls (E911 Formula)			543,705	550,282	556,951	563,714	570,571	577,525	584,576	591,727	598,979	606,334
ORIG Incoming & Abandoned Phone (Staffing)	583,848	583,848	598,170	605,588	613,112	620,743	628,482	636,333	644,296	652,373	660,567	668,879
NEW Incoming & Abandoned Phone (Staffing)												
Total CAD Calls for Service	651,556	651,556	663,132	672,493	682,004	691,667	701,486	711,462	721,599	731,900	742,367	753,004
Labor Cost Center												
Dispatcher / Supervisor / Admin&IT = TOTAL	78/14/21 = 113	76/14/21 = 111	76/14/21 = 111	76/14/21 = 111	76/14/21 = 111	82/14/21 = 117	82/14/21 = 117	82/14/21 = 117	82/14/21 = 117	82/14/21 = 117	83/14/21 = 118	83/14/21 = 118
Dispatcher/CT	\$ 4,805,974	\$ 4,838,540	\$ 4,838,540	\$ 4,983,696	\$ 5,133,207	\$ 5,704,614	\$ 5,875,753	\$ 6,052,025	\$ 6,233,586	\$ 6,420,593	\$ 6,693,860	\$ 6,894,676
Dispatcher/CT Benefits	\$ 1,943,276	\$ 1,920,368	\$ 1,920,368	\$ 2,016,386	\$ 2,117,206	\$ 2,398,571	\$ 2,518,500	\$ 2,644,425	\$ 2,776,646	\$ 2,915,478	\$ 3,098,585	\$ 3,191,542
Supervisor/Lead Salary	\$ 1,059,243	\$ 1,152,102	\$ 1,152,102	\$ 1,186,665	\$ 1,222,265	\$ 1,258,933	\$ 1,296,701	\$ 1,335,602	\$ 1,375,670	\$ 1,416,940	\$ 1,459,448	\$ 1,503,232
Supervisor/Lead Benefits	\$ 382,742	\$ 398,776	\$ 398,776	\$ 418,715	\$ 439,651	\$ 461,633	\$ 484,715	\$ 508,950	\$ 534,398	\$ 561,118	\$ 589,174	\$ 618,632
Admin & IT Labor	\$ 2,139,512	\$ 2,139,512	\$ 2,139,512	\$ 2,203,697	\$ 2,269,808	\$ 2,337,903	\$ 2,408,040	\$ 2,480,281	\$ 2,554,689	\$ 2,631,330	\$ 2,710,270	\$ 2,791,578
Admin & IT Benefits	\$ 726,636	\$ 726,636	\$ 726,636	\$ 762,968	\$ 801,116	\$ 841,172	\$ 883,231	\$ 927,392	\$ 973,762	\$ 1,022,450	\$ 1,073,572	\$ 1,127,251
Other Labor Costs	\$ 600,000	\$ 600,000	\$ 600,000	\$ 618,000	\$ 636,540	\$ 697,442	\$ 718,366	\$ 739,917	\$ 762,114	\$ 784,978	\$ 816,604	\$ 841,103
Total Labor Cost Center	\$ 11,657,383	\$ 11,775,934	\$ 11,775,934	\$ 12,190,128	\$ 12,619,793	\$ 13,700,268	\$ 14,185,304	\$ 14,688,592	\$ 15,210,865	\$ 15,752,887	\$ 16,441,513	\$ 16,968,014
M&O + Capital Budgets	\$ 2,214,254	\$ 2,214,254	\$ 2,214,254	\$ 2,302,824	\$ 2,394,937	\$ 2,490,735	\$ 2,590,364	\$ 2,693,979	\$ 2,801,738	\$ 2,913,807	\$ 3,030,359	\$ 3,151,574
Total Budget	\$ 13,871,637	\$ 13,990,188	\$ 13,990,188	\$ 14,492,952	\$ 15,014,730	\$ 16,191,003	\$ 16,775,668	\$ 17,382,570	\$ 18,012,603	\$ 18,666,694	\$ 19,471,873	\$ 20,119,588
E911 Revenue Applied to Member Assessments 80%	\$ 3,458,243	\$ 3,458,243	\$ 3,317,767	\$ 3,421,334	\$ 3,528,135	\$ 3,638,270	\$ 3,751,843	\$ 3,868,962	\$ 3,989,737	\$ 4,114,283	\$ 4,242,717	\$ 4,375,161
Member Assessment	\$ 10,413,394	\$ 10,531,945	\$ 10,672,421	\$ 11,071,617	\$ 11,486,595	\$ 12,552,733	\$ 13,023,825	\$ 13,513,609	\$ 14,022,866	\$ 14,552,412	\$ 15,229,156	\$ 15,744,427
E911 Revenue Applied to Reserves 20%	\$ 864,561	\$ 864,561	\$ 829,442	\$ 855,334	\$ 882,034	\$ 909,567	\$ 937,961	\$ 967,240	\$ 997,434	\$ 1,028,571	\$ 1,060,679	\$ 1,093,790
E911 Revenue Total	\$ 4,322,804	\$ 4,322,804	\$ 4,147,209	\$ 4,276,668	\$ 4,410,169	\$ 4,547,837	\$ 4,689,804	\$ 4,836,202	\$ 4,987,171	\$ 5,142,853	\$ 5,303,396	\$ 5,468,951
Cost Per Call (Total CAD CFS/Total Budget)	\$ 21.29	\$ 21.47	\$ 21.10	\$ 21.55	\$ 22.02	\$ 23.41	\$ 23.91	\$ 24.43	\$ 24.96	\$ 25.50	\$ 26.23	\$ 26.72
Cost Per Capita (Total Population/Total Budget)	\$ 25.40	\$ 25.62	\$ 25.73	\$ 26.34	\$ 26.96	\$ 28.72	\$ 29.40	\$ 30.10	\$ 30.81	\$ 31.55	\$ 32.51	\$ 33.18

Difference compared to 2016 Budget	
Labor	\$ 118,551
M&O	\$ -
Total Budget Change	\$ 118,551
Total E911 Rev Change	\$ (175,596)
Total Assessment Change	\$ 259,027

The eight supervisor positions include six line supervisors and two training supervisors.
 SNOPAC 2016 Optimal based on fully cross trained, eliminating the current Call-Taker salary range. All positions are budgeted within the dispatcher range.
 Common assumptions applied year 2018 through 2026.
 Dispatcher/CT, Supervisor/Lead Salary, Admin & IT Labor line items consist of Salaries / Wages only.
 Benefits line items include Med/Vision, Dental, EAP, PERS, Retirement Match, Medicare and Worker's Comp.
 Other Labor Costs include Overtime & Employment Security / Unemployment.
 M&O includes the remaining Budgeted Operating expenses (excludes Labor related expenses listed above). SNOPAC typically funds capital needs through the use of carryover dollars.
 E911 Revenue represents funds potentially available from the County E911 office and assumes there is no change to existing formula. This pro forma assumes 80% application of available funding to offset agency assessments, which is historically not how the PSAPS have budgeted the use of E911 funds.
 Annual Change is based on the 2026 to 2016 Optimal budget, which includes the additional staff in 2020.

10 Year Pro Forma Budget - Option 3 - ACPP - No routing changes, you answer, you enter.

Option 3 - SNOCOM

Common Assumptions:

Salary % Chg	3.00%
Benefits % Chg	5.00%
M&O % Chg	4.00%
2016 E911 Combined Revenue \$	6,053,000 \$
E911 Revenue % Chg	3.00%

SNOCOM Assumptions:

5 Yr Dispatcher/CT Salary \$	57,252
5 Yr Dispatcher/CT Benefits \$	27,062
5 Yr Supervisor Salary \$	70,272
5 Yr Supervisor Benefits \$	33,062

Model Changes:

Population	(67,296)	Total model estimated population for JSA from OFM
E911 Form Call Chg	(10,667)	Total of 2016 911&Aband Calls from Terry V Map
ErlangC Chg	-4.78%	% of Change to all Incoming (for staffing) calls

	2017	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Annual Pop Chg	(67,296.0)	(67,895.5)	(68,500.4)	(69,110.7)	(69,726.4)	(70,347.6)	(70,974.3)	(71,606.6)	(72,244.6)	(72,888.2)
E911 Form Call Chg	(10,667)	(10,768)	(10,869)	(10,972)	(11,075)	(11,179)	(11,285)	(11,391)	(11,498)	(11,607)

Option 3 SNOCOM - ACPP

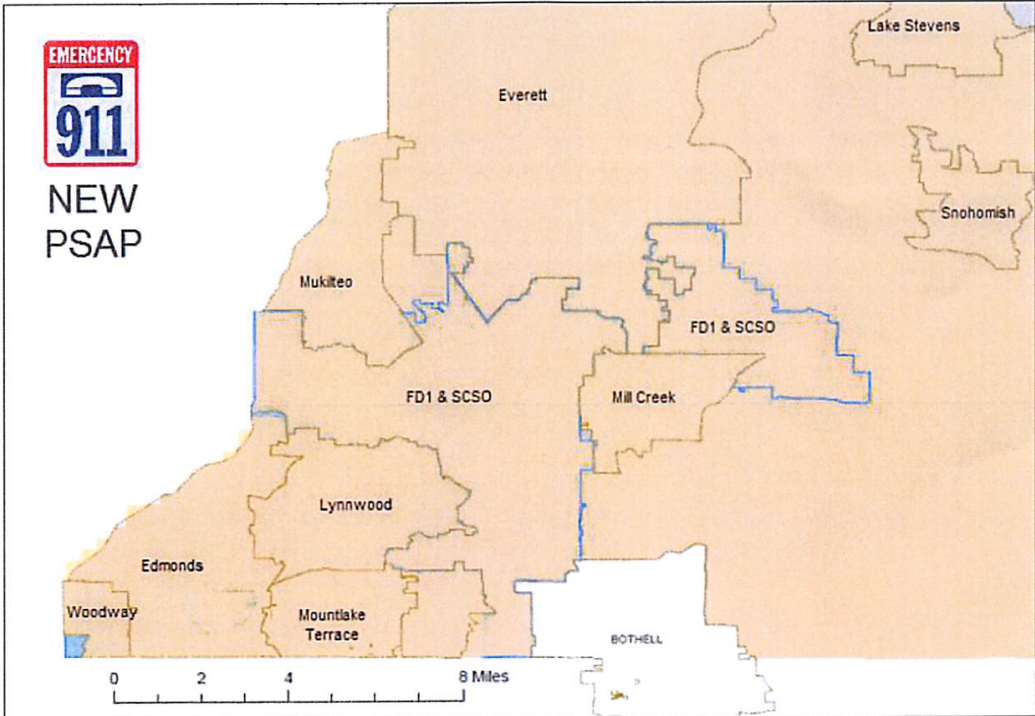
	2016 Budget	2016 Optimal	2017 Optimal	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
ORIG Member Agency Population (E911 Formula)	288,848	288,848	290,998	293,620	296,269	298,948	301,655	304,392	307,158	309,954	312,781	315,638
NEW Member Agency Population (E911 Formula)			223,702	225,724	227,769	229,837	231,929	234,044	236,184	238,347	240,536	242,750
ORIG Incoming 911+10DE+Aband Calls (E911 Formula)	190,109	190,109	192,509	194,243	195,996	197,768	199,559	201,369	203,199	205,049	206,919	208,809
NEW Incoming 911+10DE+Aband Calls (E911 Formula)			181,842	183,476	185,127	186,796	188,484	190,190	191,915	193,658	195,421	197,202
ORIG Incoming & Abandoned Phone (Staffing)	223,623	223,623	223,361	225,373	227,407	229,463	231,541	233,641	235,765	237,911	240,081	242,274
NEW Incoming & Abandoned Phone (Staffing)			212,934	212,684	214,600	216,537	218,495	220,473	222,473	224,495	226,539	228,605
Total CAD Calls for Service	162,288	162,288	163,617	165,234	166,873	168,533	170,215	171,920	173,647	175,397	177,171	178,968
Labor Cost Center												
Dispatcher / Supervisor / Admin&IT = TOTAL	28/6/11 = 45	36/6/11 = 53	35/6/11 = 52	35/6/11 = 52	35/6/11 = 52	36/6/11 = 53	36/6/11 = 53	36/6/11 = 53	36/6/11 = 53	36/6/11 = 53	37/6/11 = 54	37/6/11 = 54
Dispatcher/CT Labor \$	1,509,803	2,061,072	2,003,820	2,063,935	2,125,853	2,252,189	2,319,755	2,389,347	2,461,028	2,534,859	2,613,017	2,691,407
Dispatcher/CT Benefits \$	721,963	1,062,036	947,170	994,529	1,044,255	1,127,795	1,184,185	1,243,394	1,305,564	1,370,842	1,480,510	1,524,925
Supervisor Salary \$	426,471	421,632	421,632	434,281	447,309	460,729	474,551	488,787	503,451	518,554	534,111	550,134
Supervisor Benefits \$	181,267	177,006	198,372	208,291	218,705	229,640	241,122	253,179	265,837	279,129	293,086	307,740
Admin & IT Labor \$	1,020,452	1,020,452	1,020,452	1,051,066	1,082,598	1,115,075	1,148,528	1,182,984	1,218,473	1,255,027	1,292,678	1,331,458
Admin & IT Benefits \$	356,748	356,748	356,748	374,585	393,315	412,980	433,629	455,311	478,076	501,980	527,079	553,433
Other Labor Costs \$	447,609	573,927	573,927	591,145	608,880	641,950	661,208	681,044	701,476	722,520	744,695	767,036
Total Labor Cost Center	4,664,313	5,672,873	5,522,121	5,717,831	5,920,914	6,240,359	6,462,978	6,694,046	6,933,905	7,182,912	7,485,176	7,726,134
M&O + Capital Budgets	1,204,245	1,204,245	1,252,415	1,302,511	1,354,612	1,408,796	1,465,148	1,523,754	1,703,204	1,771,332	1,842,186	1,915,873
Total Budget	5,868,558	6,877,118	6,774,536	7,020,342	7,275,526	7,649,155	7,928,126	8,217,800	8,637,109	8,954,244	9,327,361	9,642,007
E911 Revenue Applied to Member Assessments	1,384,157	1,384,157	1,331,218	1,367,752	1,405,280	1,443,830	1,483,430	1,524,106	1,565,888	1,608,807	1,652,891	1,698,174
Member Assessment	4,484,401	5,492,962	5,443,318	5,652,590	5,870,245	6,205,325	6,444,696	6,693,694	7,071,221	7,345,437	7,674,470	7,943,833
E911 Revenue Applied to Reserves	346,039	346,039	332,804	341,938	351,320	360,958	370,857	381,026	391,472	402,202	413,223	424,543
E911 Revenue Total	1,730,196	1,730,196	1,664,022	1,709,690	1,756,600	1,804,788	1,854,287	1,905,132	1,957,361	2,011,008	2,066,114	2,122,717
Cost Per Call (Total CAD CFS/Total Budget)	36.16	42.38	41.40	42.49	43.60	46.58	47.80	49.74	51.05	52.65	53.88	
Cost Per Capita (Total Population/Total Budget)	30.87	36.17	37.26	38.26	39.30	40.95	42.06	43.21	45.00	46.24	47.73	48.89

Difference compared to 2016 Budget	
Labor	\$ 857,808
M&O	\$ 48,170
Total Budget Change	\$ 905,978
Total E911 Rev Change	\$ (66,174)
Total Assessment Change	\$ 958,917

Dispatch/CT and Supervisor salary based on 5 year employee.
 Benefits include: Employer cost of Medicare, PERS, ICMA LTD, L&I, medical, dental, vision.
 Common assumptions applied year 2018 through 2026.
 Labor Cost Center figures include salaries and benefits only.
 Other Labor Costs include: budgeted overtime, CBA holiday buyback, CBA longevity, and unemployment
 For 2016 Budget and Optimal, M&O Includes a \$228K per year contribution to capital replacement. 2017 going forward uses budget assumptions.
 E911 Revenue represents funds potentially available from the County E911 office and assumes there is no change to existing formula. This pro forma assumes 80% application of available funding to offset agency assessments, which is historically not how the PSAPS have budgeted the use of E911 funds.
 Annual Change is based on the 2026 to 2016 Optimal budget, which already includes the additional staff.
 \$118,500 is added in 2023-2026 M&O for SNOCOM rent. This is based on the \$1.25 per sq ft, the same amount SNOPAC currently pays.

Option 4A & 4B – Consolidated Agency

This option projects the impacts of full consolidation, as compared to the 2017 adopted budget/authorized staffing positions by each agency.



- Option 4A – one facility (SNOPAC’s current facility)
- Option 4B – maintaining SNOCOM’s facility as a warm back-up

*JTF recommends Option 4B that includes \$220K annual for SNOCOM warm backup costs.

Consolidated Agency

E911 Volume: 727K

Population: 754K

E911 Revenue: \$6.2MM

Staff Model Change: -15 FTE (11 Dispatch (SNOCOM added 1 Dispatch in 2017), -4 Supervisor)*

911 Transfers: None

Budgetary Impact 4A: -\$1,331,092

Budgetary Impact 4B: -\$1,111,092

Significant Pros

- Eliminates all JSA and border area 911 SNOPAC/SNOCOM call transfers countywide.
- Significant cost reduction.
- Greater uniformity and interoperability in service delivery, Equal levels of service countywide.
- Duplicative functions eliminated.
- Maintain existing physical resiliency provided by SNOCOM transitioning to warm back-up.
- Delays or eliminates need for additional Police talk-group expected in 2020 for SNOPAC.
- Economies of scale benefit all agencies equally.
- Significant increase in call taker capacity for SNOCOM agencies.
- Increased service level for SNOCOM agencies by attaining staffing levels necessary for standards compliance.
- Eliminated operational dispatch challenges associated with having two PSAPs dispatch for the same agency (FD7/Mill Creek Fire).

Significant Cons

- Additional one-time transition costs.
- 4A – Reduced resiliency (without SNOCOM as warm-backup).
- 4B – Maintain same level of resiliency.
- Both Boards and Member Agencies would have to change governance structure.

*** Savings from staff reductions recognized through attrition over time.**

Option 3 - SNOPAC

SNOPAC Assumptions:

5 Yr Dispatcher/CT Salary	\$	63,665
5 Yr Dispatcher/CT Benefits	\$	25,268
5 Yr Supervisor Salary	\$	82,293
5 Yr Supervisor Benefits	\$	28,484

Model Changes:

Population	(78,999)	Total model estimated population for JSA from OFM
E911 Form Call Chg	(34,473)	Total of 2016 911&Aband Calls from Terry V Map
ErlangC Chg	-5.96%	% of Change to all incoming (for staffing) calls

	2017	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Annual Pop Chg	(78,999.0)	(79,702.8)	(80,412.9)	(81,129.3)	(81,852.0)	(82,581.3)	(83,317.0)	(84,059.3)	(84,808.1)	(85,563.7)
E911 Form Call Chg	(34,473)	(35,063)	(35,664)	(36,275)	(36,896)	(37,528)	(38,170)	(38,824)	(39,489)	(40,165)

Option 3 SNOPAC - ACP

	2016 Budget	2016 Optimal	2017 Optimal	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
ORIG Member Agency Population (E911 Formula)	593,875	593,875	608,600	616,147	623,802	631,566	639,440	647,428	655,529	663,748	672,084	680,541
NEW Member Agency Population (E911 Formula)			529,601	536,444	543,389	550,436	557,588	564,846	572,212	579,688	587,276	594,978
ORIG Incoming 911+10DE+Aband Calls (E911 Formula)	546,027	546,027	578,681	585,857	593,136	600,518	608,005	615,600	623,303	631,118	639,044	647,086
NEW Incoming 911+10DE+Aband Calls (E911 Formula)			544,208	550,794	557,472	564,243	571,109	578,072	585,133	592,294	599,555	606,920
ORIG Incoming & Abandoned Phone (Staffing)	583,848	583,848	598,170	605,588	613,112	620,743	628,482	636,333	644,296	652,373	660,567	668,879
NEW Incoming & Abandoned Phone (Staffing)												
Total CAD Calls for Service	651,556	651,556	663,132	672,493	682,004	691,667	701,486	711,462	721,599	731,900	742,367	753,004
Labor Cost Center												
Dispatcher / Supervisor / Admin&IT = TOTAL	78/14/21 = 113	76/14/21 = 111	76/14/21 = 111	76/14/21 = 111	76/14/21 = 111	82/14/21 = 117	82/14/21 = 117	82/14/21 = 117	82/14/21 = 117	82/14/21 = 117	83/14/21 = 118	83/14/21 = 118
Dispatcher/CT	\$ 4,805,974	\$ 4,838,540	\$ 4,838,540	\$ 4,983,696	\$ 5,133,207	\$ 5,704,614	\$ 5,875,753	\$ 6,052,025	\$ 6,233,586	\$ 6,420,593	\$ 6,693,860	\$ 6,894,676
Dispatcher/CT Benefits	\$ 1,943,276	\$ 1,920,368	\$ 1,920,368	\$ 2,016,386	\$ 2,117,206	\$ 2,398,571	\$ 2,518,500	\$ 2,644,425	\$ 2,776,646	\$ 2,915,478	\$ 3,098,585	\$ 3,191,542
Supervisor/Lead Salary	\$ 1,059,243	\$ 1,152,102	\$ 1,152,102	\$ 1,186,665	\$ 1,222,265	\$ 1,258,933	\$ 1,296,701	\$ 1,335,602	\$ 1,375,670	\$ 1,416,940	\$ 1,459,448	\$ 1,503,232
Supervisor/Lead Benefits	\$ 382,742	\$ 398,776	\$ 398,776	\$ 418,715	\$ 439,651	\$ 461,633	\$ 484,715	\$ 508,950	\$ 534,398	\$ 561,118	\$ 589,174	\$ 618,632
Admin & IT Labor	\$ 2,139,512	\$ 2,139,512	\$ 2,139,512	\$ 2,203,697	\$ 2,269,808	\$ 2,337,903	\$ 2,408,040	\$ 2,480,281	\$ 2,554,689	\$ 2,631,330	\$ 2,710,270	\$ 2,791,578
Admin & IT Benefits	\$ 726,636	\$ 726,636	\$ 726,636	\$ 762,968	\$ 801,116	\$ 841,172	\$ 883,231	\$ 927,392	\$ 973,762	\$ 1,022,450	\$ 1,073,572	\$ 1,127,251
Other Labor Costs	\$ 600,000	\$ 600,000	\$ 600,000	\$ 618,000	\$ 636,540	\$ 697,442	\$ 718,366	\$ 739,917	\$ 762,114	\$ 784,978	\$ 816,604	\$ 841,103
Total Labor Cost Center	\$ 11,657,383	\$ 11,775,934	\$ 11,775,934	\$ 12,190,128	\$ 12,619,793	\$ 13,700,268	\$ 14,185,304	\$ 14,688,592	\$ 15,210,865	\$ 15,752,887	\$ 16,441,513	\$ 16,968,014
M&O + Capital Budgets	\$ 2,214,254	\$ 2,214,254	\$ 2,302,824	\$ 2,394,937	\$ 2,490,735	\$ 2,590,364	\$ 2,693,979	\$ 2,801,738	\$ 2,913,807	\$ 3,030,359	\$ 3,151,574	\$ 3,277,637
Total Budget	\$ 13,871,637	\$ 13,990,188	\$ 14,078,758	\$ 14,585,065	\$ 15,110,527	\$ 16,290,632	\$ 16,879,282	\$ 17,490,330	\$ 18,124,672	\$ 18,783,247	\$ 19,593,087	\$ 20,245,651
E911 Revenue Applied to Member Assessments	\$ 3,458,243	\$ 3,458,243	\$ 3,616,502	\$ 3,728,400	\$ 3,843,756	\$ 3,962,677	\$ 4,085,273	\$ 4,211,658	\$ 4,341,948	\$ 4,476,265	\$ 4,614,732	\$ 4,757,479
Member Assessment	\$ 10,413,394	\$ 10,531,945	\$ 10,462,256	\$ 10,856,665	\$ 11,266,772	\$ 12,327,956	\$ 12,794,010	\$ 13,278,672	\$ 13,782,724	\$ 14,306,982	\$ 14,978,355	\$ 15,488,172
E911 Revenue Applied to Reserves	\$ 864,561	\$ 864,561	\$ 904,126	\$ 932,100	\$ 960,939	\$ 990,669	\$ 1,021,318	\$ 1,052,914	\$ 1,085,487	\$ 1,119,066	\$ 1,153,683	\$ 1,189,370
E911 Revenue Total	\$ 4,322,804	\$ 4,322,804	\$ 4,520,628	\$ 4,660,500	\$ 4,804,695	\$ 4,953,346	\$ 5,106,591	\$ 5,264,572	\$ 5,427,435	\$ 5,595,331	\$ 5,768,415	\$ 5,946,848
Cost Per Call (Total CAD CFS/Total Budget)	\$ 21.29	\$ 21.47	\$ 21.23	\$ 21.69	\$ 22.16	\$ 23.55	\$ 24.06	\$ 24.58	\$ 25.12	\$ 25.66	\$ 26.39	\$ 26.89
Cost Per Capita (Total Population/Total Budget)	\$ 25.40	\$ 25.62	\$ 25.87	\$ 26.48	\$ 27.11	\$ 28.87	\$ 29.56	\$ 30.26	\$ 30.98	\$ 31.71	\$ 32.68	\$ 33.36

Difference compared to 2016 Budget	
Labor	\$ 118,551
M&O	\$ 88,570
Total Budget Change	\$ 207,121
Total E911 Rev Change	\$ 197,824
Total Assessment Change	\$ 48,862

The eight supervisor positions include six line supervisors and two training supervisors.
 SNOPAC 2016 Optimal based on fully cross trained, eliminating the current Call-Taker salary range. All positions are budgeted within the dispatcher range.
 Common assumptions applied year 2018 through 2026.
 Dispatcher/CT, Supervisor/Lead Salary, Admin & IT Labor line items consist of Salaries / Wages only.
 Benefits line items include Med/Vision, Dental, EAP, PERS, Retirement Match, Medicare and Worker's Comp.
 Other Labor Costs include Overtime & Employment Security / Unemployment.
 M&O includes the remaining Budgeted Operating expenses (excludes Labor related expenses listed above). SNOPAC typically funds capital needs through the use of carryover dollars.
 E911 Revenue represents funds potentially available from the County E911 office and assumes there is no change to existing formula. This pro forma assumes 80% application of available funding to offset agency assessments, which is historically not how the PSAPS have budgeted the use of E911 funds.
 Annual Change is based on the 2026 to 2016 Optimal budget, which includes the additional staff in 2020.

10 Year Pro Forma Budget - Option 4 - Consolidated Agency

Option 4A - Consolidated Agency - Single Facility

Common Assumptions:

Salary % Chg	3.00%
Benefits % Chg	5.00%
M&O % Chg	4.00%
2016 E911 Combined Revenue	\$ 6,053,000
E911 Revenue % Chg	3.00%

6,184,650	\$	6,184,650	\$	6,370,190	\$	6,561,295	\$	6,758,134	\$	6,960,878	\$	7,169,704	\$	7,384,796	\$	7,606,339	\$	7,834,530	\$	8,069,565
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Combined Assumptions:

5 Yr Dispatcher/CT Salary	\$ 65,564
5 Yr Dispatcher/CT Benefits	\$ 27,062
5 Yr Supervisor Salary	\$ 84,752
5 Yr Supervisor Benefits	\$ 33,062

Model Changes:

Population	(145,074)	Total model estimated population for JSA from OFM
E911 Form Call Chg		Total of 2016 911&Aband Calls from Terry V Map
ErlangC Chg	-5.63%	% of Change to all incoming (for staffing) calls - reduced by transfer volume
Need Actual M%O Chg	-14.0%	From combined M&O Worksheet

	2017	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Annual Pop Chg	(145,074.0)	(146,366.5)	(147,670.4)	(148,986.0)	(150,313.3)	(151,652.5)	(153,003.6)	(154,366.7)	(155,741.9)	(157,129.4)
E911 Form Call Chg										

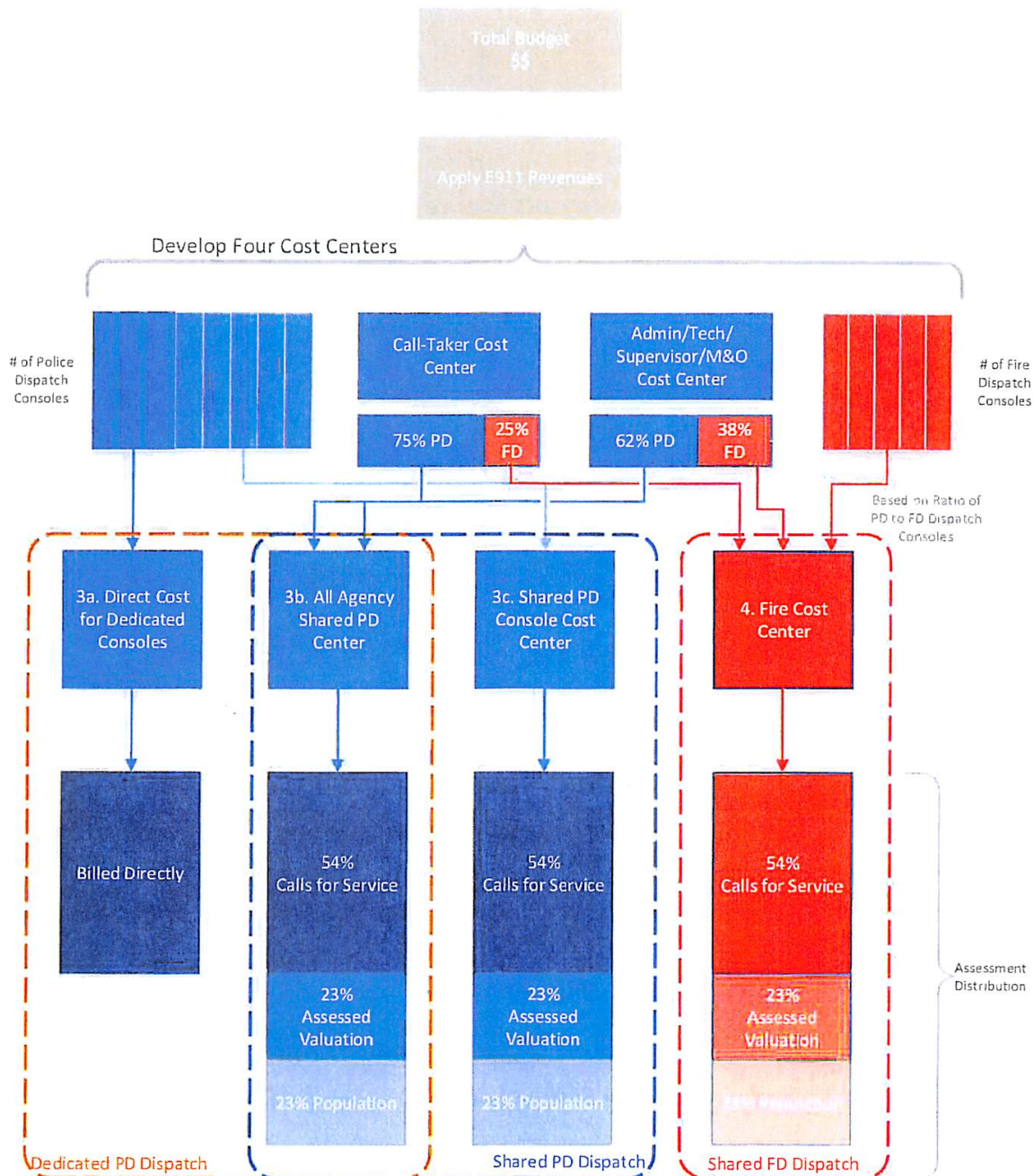
Option 4A - Consolidated Agency - Single Facility

	2016 Budget COMBINED	2017 Budget COMBINED	2017 Optimal CONSOLIDATED	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Combined Member Agency Population (E911 Formula)	288,848	740,370	754,524	763,400	772,401	781,527	790,782	800,167	809,684	819,335	829,123	839,050
Combined Incoming 911+10DE+Aband Calls (E911 Formula)	190,109	736,136	727,772	736,181	744,704	753,342	762,098	770,974	779,971	789,091	798,336	807,708
Combined Incoming & Abandoned Phone (Staffing)	223,623	807,471	775,279	784,178	793,198	802,339	811,604	820,995	830,513	840,161	849,941	859,855
Total CAD Calls for Service	814,843	813,843	826,749	837,727	848,877	860,200	871,701	883,382	895,246	907,297	919,538	931,972
Labor Cost Center												
Dispatcher / Supervisor / Admin&IT = TOTAL	106/20/32 = 158	107/20/32 = 159	96/16/32 = 144	96/16/32 = 144	96/16/32 = 144	97/16/32 = 145	97/16/32 = 145	97/16/32 = 145	97/16/32 = 145	97/16/32 = 145	98/16/32 = 146	98/16/32 = 146
Dispatcher/CT	\$ 6,315,777	\$ 6,554,595	\$ 6,294,144	\$ 6,482,968	\$ 6,677,457	\$ 6,949,425	\$ 7,157,907	\$ 7,372,645	\$ 7,593,824	\$ 7,821,639	\$ 8,058,707	\$ 8,300,468
Dispatcher/CT Benefits	\$ 2,665,239	\$ 2,801,196	\$ 2,597,985	\$ 2,727,884	\$ 2,864,278	\$ 3,038,820	\$ 3,190,761	\$ 3,350,299	\$ 3,517,814	\$ 3,693,705	\$ 3,889,201	\$ 4,108,877
Supervisor/Lead Salary	\$ 1,485,714	\$ 1,552,021	\$ 1,356,032	\$ 1,396,713	\$ 1,438,614	\$ 1,481,773	\$ 1,526,226	\$ 1,572,013	\$ 1,619,173	\$ 1,667,748	\$ 1,717,781	\$ 1,769,314
Supervisor/Lead Benefits	\$ 564,009	\$ 591,196	\$ 528,997	\$ 555,447	\$ 583,220	\$ 612,381	\$ 643,000	\$ 675,150	\$ 708,907	\$ 744,353	\$ 781,570	\$ 820,649
Admin & IT Labor	\$ 3,159,964	\$ 3,257,298	\$ 3,352,441	\$ 3,453,014	\$ 3,556,605	\$ 3,663,303	\$ 3,773,202	\$ 3,886,398	\$ 4,002,990	\$ 4,123,080	\$ 4,246,772	\$ 4,374,175
Admin & IT Benefits	\$ 1,083,277	\$ 1,257,304	\$ 1,257,304	\$ 1,320,170	\$ 1,386,178	\$ 1,455,487	\$ 1,528,261	\$ 1,604,674	\$ 1,684,908	\$ 1,769,153	\$ 1,857,611	\$ 1,950,492
Other Labor Costs	\$ 1,047,609	\$ 1,050,270	\$ 1,047,609	\$ 1,079,037	\$ 1,111,408	\$ 1,154,561	\$ 1,189,198	\$ 1,224,874	\$ 1,261,620	\$ 1,299,469	\$ 1,338,784	\$ 1,378,948
Total Labor Cost Center	\$ 16,321,589	\$ 17,063,881	\$ 16,434,512	\$ 17,015,233	\$ 17,617,761	\$ 18,355,749	\$ 19,008,555	\$ 19,686,053	\$ 20,389,237	\$ 21,119,146	\$ 21,990,426	\$ 22,702,923
M&O + Capital Budgets	\$ 3,418,500	\$ 3,383,740	\$ 2,682,016	\$ 2,789,297	\$ 2,900,869	\$ 3,016,904	\$ 3,137,580	\$ 3,263,083	\$ 3,393,606	\$ 3,529,351	\$ 3,670,525	\$ 3,817,346
Total Budget	\$ 19,740,089	\$ 20,447,621	\$ 19,116,529	\$ 19,804,531	\$ 20,518,629	\$ 21,372,653	\$ 22,146,135	\$ 22,949,136	\$ 23,782,843	\$ 24,648,497	\$ 25,660,951	\$ 26,520,268
E911 Revenue Applied to Member Assessments	\$ 4,860,918	\$ 5,078,113	\$ 5,256,953	\$ 5,096,152	\$ 5,249,036	\$ 5,406,507	\$ 5,568,702	\$ 5,735,764	\$ 5,907,836	\$ 6,085,072	\$ 6,267,624	\$ 6,455,652
Special Member Assessment	N/A	N/A	\$ 66,349									
Member Assessment	\$ 14,548,057	\$ 14,956,910	\$ 13,793,227	\$ 14,708,379	\$ 15,269,593	\$ 15,966,146	\$ 16,577,433	\$ 17,213,372	\$ 17,875,007	\$ 18,563,425	\$ 19,393,327	\$ 20,064,616
E911 Revenue Applied to Reserves	\$ 1,192,082	\$ 1,106,537	\$ 927,698	\$ 1,274,038	\$ 1,312,259	\$ 1,351,627	\$ 1,392,176	\$ 1,433,941	\$ 1,476,959	\$ 1,521,268	\$ 1,566,906	\$ 1,613,913
E911 Revenue Total	\$ 6,053,000	\$ 6,184,650	\$ 6,184,650	\$ 6,370,190	\$ 6,561,295	\$ 6,758,134	\$ 6,960,878	\$ 7,169,704	\$ 7,384,796	\$ 7,606,339	\$ 7,834,530	\$ 8,069,565
Cost Per Call (Total CAD CFS/Total Budget)	N/A	N/A	\$ 23.12	\$ 23.64	\$ 24.17	\$ 24.85	\$ 25.41	\$ 25.98	\$ 26.57	\$ 27.17	\$ 27.91	\$ 28.46
Cost Per Capita (Total Population/Total Budget)	N/A	N/A	\$ 25.34	\$ 25.94	\$ 26.56	\$ 27.35	\$ 28.01	\$ 28.68	\$ 29.37	\$ 30.08	\$ 30.95	\$ 31.61

Difference compared to 2017 Actual Budget	
Labor/Benefits	\$ (629,368)
M&O	\$ (701,724)
Total Budget Change	\$ (1,331,092)
Total Assessment Change	\$ (1,163,683)

Dispatch/CT/Supervisor working standard 2080 schedule and SNOPAC leave usage.
 Dispatch/CT and Supervisor salary based on 5 year employee, highest wage/benefit of both agencies.
 Admin/IT positions modeled on highest wage of both agencies.
 Modified fire dispatch staffing, reduced by two 16 hours positions, increased one 24 hour position.
 Common assumptions applied year 2018 through 2026.
 Benefits include: Employer cost of Medicare, PERS, ICMA LTD, L&I, medical, dental, vision and for SNOPAC, holiday pay.
 Labor Cost Center figures include salaries and benefits only.
 Other Labor Costs include: budgeted overtime, CBA holiday buyback, CBA longevity, and unemployment
 \$228K was removed from 2017 M&O (SNOCOM) to not "double count" contributions to reserve accounts. Reserve contributions are accounted for in top step salaries and 20% E911 reserve funding.
 E911 Revenue represents funds potentially available from the County E911 office and assumes there is no change to existing formula. This pro forma assumes 80% application of available funding, which is historically not how the PSAPS have budgeted the use of E911 funds
 Does not include any rent for the SNOCOM facility in this model.
 Does not include any one-time transition costs.

SNOCOM/SNOPAC Option 4B Assessment Walkthrough



SNOCOM/SNOPAC Option 4B- SNOCOM As Warm Backup
Assessment Walk-Through
 3/3/2017

Consolidated Cost Centers				
Cost Center	FTEs	Sub Total	Revenues	Assessment Total
Police	45.5	\$ 4,644,012	\$ 53,539	\$ 4,590,473
Fire	28.5	\$ 2,902,507	\$ 12,810	\$ 2,889,697
Call-Taking	22.0	\$ 2,243,560	\$ 2,243,560	\$ -
Supervision	16.0	\$ 2,034,688	\$ -	\$ 2,034,688
Admin/Tech	32.0	\$ 4,609,745	\$ -	\$ 4,609,745
M&O	N/A	\$ 2,902,016	\$ 3,013,393	\$ (111,376)
Total	144.0	\$ 19,336,529	\$ 5,323,302	\$ 14,013,227

Console Type	Consoles #	Consoles %	Console \$	Total
Police	8	62%	\$ 573,809	\$ 4,590,473
Fire	5	38%	\$ 577,939	\$ 2,889,697

Console Assignment	Consoles #	Console \$
Everett	2	\$ 1,147,618
Marysville	1	\$ 573,809
Shared Police	5	\$ 2,869,046
Shared Fire	5	\$ 2,889,697

Cost Center	Consoles %	Ad/IT/Sup/M&O \$
Police	62%	\$ 4,020,343
Fire	38%	\$ 2,512,714
Total		\$ 6,533,057

Step 1. Determine total budget and apply E911 Revenue

Step 2. Determine Per Console/Type Cost

Step 3. Determine Shared PD/FD, Dedicated Cost

Step 4. Determine PD/FD Split of Admin/IT/Supervisor/M&O Cost Center

Step 5a. Determine Dedicated Console Assessment = (Dedicated Console \$) + (PD Share of Ad/It/Sup/M&O \$)

Step 5b. Determine Shared PD Console Assessment = (Shared PD Console \$) + (PD Share of Ad/It/Sup/M&O \$)

Step 5c. Determine Shared FD Console Assessment = (Shared FD Console \$) + (FD Share of Ad/It/Sup/M&O \$)

Step 6. Apply Individual Agency Percentage based on CFS, AV, and Population.

Option 4B - Consolidated Agency - Two Facilities (Keep SNOCOM as Warm Backup)

	2016 Budget COMBINED	2017 Budget COMBINED	2017 Optimal CONSOLIDATED	2018	2019	2020 Optimal	2021	2022	2023	2024	2025 Optimal	2026
Combined Member Agency Population (E911 Formula)	288,848	740,370	754,524	763,400	772,401	781,527	790,782	800,167	809,684	819,335	829,123	839,050
Combined Incoming 911+10DE+Aband Calls (E911 Formula)	190,109	736,136	727,772	736,181	744,704	753,342	762,098	770,974	779,971	789,091	798,336	807,708
Combined Incoming & Abandoned Phone (Staffing)	223,623	807,471	775,279	784,178	793,198	802,339	811,604	820,995	830,513	840,161	849,941	859,855
Total CAD Calls for Service	814,843	813,843	826,749	837,727	848,877	860,200	871,701	883,382	895,246	907,297	919,538	931,972
Labor Cost Center												
Dispatcher / Supervisor / Admin&IT = TOTAL	106/20/32 = 158	107/20/32 = 159	96/16/32 = 144	96/16/32 = 144	96/16/32 = 144	97/16/32 = 145	97/16/32 = 145	97/16/32 = 145	97/16/32 = 145	97/16/32 = 145	98/16/32 = 146	98/16/32 = 146
Dispatcher/CT	\$ 6,315,777	\$ 6,554,595	\$ 6,294,144	\$ 6,482,968	\$ 6,677,457	\$ 6,949,425	\$ 7,157,907	\$ 7,372,645	\$ 7,593,824	\$ 7,821,639	\$ 8,058,707	\$ 8,300,468
Dispatcher/CT Benefits	\$ 2,665,239	\$ 2,801,196	\$ 2,597,985	\$ 2,727,884	\$ 2,864,278	\$ 3,038,820	\$ 3,190,761	\$ 3,350,299	\$ 3,517,814	\$ 3,693,705	\$ 3,989,201	\$ 4,108,877
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Other Labor Costs	\$ 1,047,609	\$ 1,050,270	\$ 1,047,609	\$ 1,079,037	\$ 1,111,408	\$ 1,154,561	\$ 1,189,198	\$ 1,224,874	\$ 1,261,620	\$ 1,299,469	\$ 1,338,784	\$ 1,378,948
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Special Member Assessment			\$ 66,349									
Member Assessment	\$ 14,879,171	\$ 14,956,910	\$ 14,013,227	\$ 14,708,379	\$ 15,269,593	\$ 15,966,146	\$ 16,577,433	\$ 17,213,372	\$ 17,875,007	\$ 18,563,425	\$ 19,393,327	\$ 20,064,616
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Difference compared to 2017 Actual Budget												
Labor/Benefits			\$ (629,368)									
M&O			\$ (481,724)									
Total Budget Change			\$ (1,111,092)									
Total Assessment Change			\$ (943,683)									

Dispatch/CT/Supervisor working standard 2080 schedule and SNOPAC leave usage.
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 \$228K was removed from 2017 M&O (SNOCOM) to not "double count" contributions to reserve accounts. Reserve contributions are accounted for in top step salaries and 20% E911 reserve funding.
 E911 Revenue represents funds potentially available from the County E911 office and assumes there is no change to existing formula. This pro forma assumes 80% application of available funding, which is historically not how the PSAPS have budgeted the use of E911 funds
 \$220,000 is added in 2017 M&O for SNOCOM rent, utilities, upkeep, etc. to keep the facility as a warm backup. This is based on the \$1.25 per sq ft, the same amount SNOPAC currently pays.
 Does not include any one-time transition costs.

SNOCOM/SNOPAC Call Transfer Discussion Document

Prepared by: Terry Peterson and Kurt Mills

Date: September 7, 2016

The purpose of this document is to discuss the history of call routing in Snohomish County, define call transfers, identify the scope, magnitude, and impact of the existing number of call transfers, and identify options (and pros and cons) for further reducing call transfers.

With the implementation of a shared New World Systems CAD (Computer Aided Dispatch) in October 2015, SNOCOM & SNOPAC implemented a **cross-PSAP call pre-entry policy** (CPP). While still in its early stages this policy lessens the impacts of some 9-1-1 transfers by the receiving PSAP beginning the incident entry before transferring the caller.

It is important to note that addressing call transfers is only one of several issues that need to be addressed in the larger question of whether SNOCOM and SNOPAC should somehow consolidate.

1. Executive Summary

Transfers of 911 calls between bordering 911 centers is common, however it is especially impactful in Snohomish County because SCSO (Snohomish County Sheriff's Office) and Fire District 1 (FD1) are each served by a different Public Safety Answering Point (PSAP). Roughly a decade ago a decision was made to arbitrarily segment the jointly served area so that 911 calls to the north route to SNOPAC and 911 calls to the south route to SNOCOM.

It is an accepted fact that nationwide the great majority of all 911 calls are requests for law enforcement and Snohomish County follows that pattern: approximately 85% of calls are for law enforcement and 15% are for Fire/EMS. In virtually every community of the U.S., calls route to the law enforcement PSAP first, and calls for Fire/EMS are transferred. While law enforcement represents the large majority of the calls, fire represents the majority of high priority (lights and sirens) calls. Transfers of 911 calls should be avoided because it adds time delays to potential emergency situations, creates inefficiencies in the use of call taking staff, and can frustrate callers. In the southern portion of the jointly served area Snohomish County bucks that national trend, and the impacts are discussed in this report.

As the technology has advanced, both centers are now able to quantify the impacts of the call routing decisions made so long ago. The segmentation of the jointly served area was designed to be somewhat even between the two centers. The higher proportion of law enforcement 911 calls has created an ineffective call routing process in Snohomish County. A report from the E911 Office showed that in 2015, 21% (38,160) of SNOCOM's total 911 calls were transferred to SNOPAC. Conversely SNOPAC transferred 2% (12,381) of their total 911 calls to SNOCOM. In 2015 more than 50,000 calls were transferred between SNOPAC & SNOCOM and we expect 2016 will end with a similar number of transfers.

Technology has also advanced with the implementation of the New World Systems (NWS) shared Computer Aided Dispatch (CAD). The shared NWS CAD system allows the receiving PSAP to begin the call interrogation and in some cases gather enough information to allow first responders to be dispatched to the emergency even before the call is transferred to the other agency. In the cases where the CPP applies, these process improvements have undoubtedly reduced overall dispatch and agency response times.

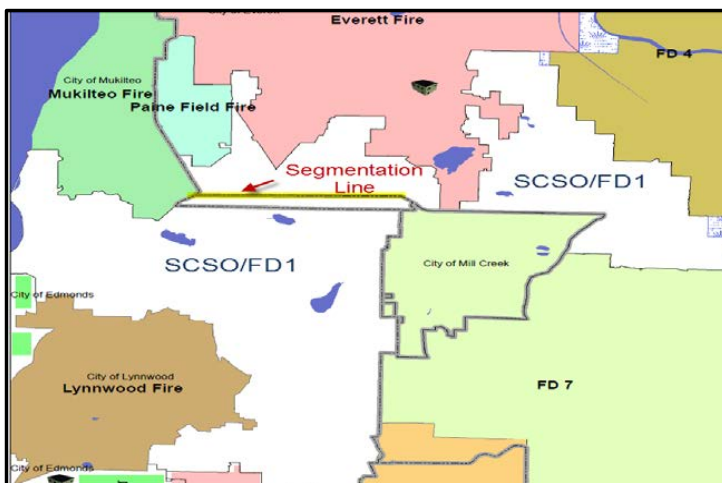
While NWS and the CPP have made process improvements possible, other problems are created, including the shifting of workload. The answering PSAP is now spending additional time during the initial triage and beginning the CFS entry. This additional time tends to reduce the PSAP's ability to respond to other urgent and critical tasks, including answering their own incoming 911 calls. During the first five months of 2016, the PSAPs have spent approximately 207 hours of doing CPP work on behalf of one another.

In addition to the shift of workload, the CPP has not eliminated the time it takes to physically transfer the calls. In the first five months of 2016 we estimate the PSAPs and 911 callers spent 106 hours (21 seconds per transfer) waiting while calls were transferred back and forth between the two PSAPs. The CPP pre-work and transfer times are both avoidable inefficiencies which carry their own costs. The bottom line is the existing CPP will never do more than lessen the impacts of transfers; the base issues remain unchanged.

Several options exist to resolve the issues, from a full consolidation to the rerouting of phone lines and dispatch responsibilities. While each option is outlined in Section 9, this report does not make a recommendation on which option to follow as this is only one body of information being collected and reviewed by the Joint Task Force.

2. Background: Call Routing Decision

Roughly 10 years ago a decision was made at the County 911 office about how 911 calls would be routed in the areas jointly served by FD1 (Served by SNOCOM) & SCSO (Served by SNOPAC). An arbitrary *Segmentation* line was used to split the jointly served area (**white areas marked SCSO/FD1**). Calls to the



north of the line route to SNOPAC, and calls to the south route to SNOCOM in an effort to evenly split the two areas. At the time the line was created there were limited tools to analyze the impacts of this decision. In 2011 both centers implemented a new phone system which allowed, for the first time, an ability to analyze the impacts of that decision made many years prior. This relatively dense area (2012 OFM reports

population of 130,000) is responsible for the majority of inter-PSAP transfers in Snohomish County.

An additional component of this discussion is to know that law enforcement calls represent roughly 85% of all 911 activity. Although an attempt was made to geographically parse the jointly served area evenly, approximately 85% of the 911 calls are for SCSO and 15% are for Fire District 1. Practically every large metropolitan area in the nation routes calls to the law enforcement PSAP. To do otherwise could overwhelm a smaller center equipped to process the remaining 15% of the 911 activity.

While there is near universal recognition that the current call routing configuration is sub-optimal, there are two distinct reasons why a change has not been made. The first is that should all calls route to law enforcement (SNOPAC), we would see a very significant reduction in transfers, but there could also be a delay to the Fire/EMS calls in FD1's area while calls are transferred which is discussed further in this document.

Second is that today's E911 funding is based on the PSAP who receives the 911 calls and there is almost a tenfold difference in the number of calls SNOCOM transfers to SNOPAC (21.4%) than SNOPAC transfers to SNOCOM (2.4%). Making changes to routing will likely impact how E911 funds are distributed.

3. Defining Call Transfers & Incident Priorities

A **call transfer** is defined as a **transfer of a 911 or 10-digit emergency caller from one PSAP to another**. Some degree of call transfers between PSAPs is unavoidable due to technology limitations, especially along border areas and with cellular phones where routing can depend on the cell tower which relays the call to the PSAP. Transfers can delay response to emergencies, frustrate callers and consume PSAP resources especially with large volumes of transfers. For example, each call transferred between SNOPAC & SNOCOM takes on average 21 seconds during times of normal activity when the receiving PSAP can immediately answer the transferred call from the **PSAP receiving the call ("transferring agency")**. The transferring agency stays on the line during the transfer until the **receiving agency** (which dispatches the call) answers the call at which time a brief hand-off occurs.

During peak periods or stressed operations, transfers often take longer. Both Snohomish County PSAPs experience peak 911 activity from 1500-1800 hours most days, and stressed operations can occur unexpectedly during a high profile or highly visible event like a shooting, fire along the interstate, or during a wind storm. During peak/stressed times the potential for PSAP transfer gridlock can occur when a PSAP cannot answer incoming calls because they are waiting for the other PSAP to answer a transfer. This gridlock has a compounding effect negatively impacting both PSAPs' ability to process incoming calls. Additionally, continuing to interrogate a call during the transfer is difficult, often impossible, because the ring tone degrades the ability to hear and makes it difficult to gather additional details. This increases the risk of missing critical information, so the transfer time is non-productive for the PSAP and frustrating for the caller.

Each **Computer Aided Dispatch (CAD)** incident created for a **Call for Service (CFS)** includes a corresponding **numeric Priority** which generally relates to the acuity or seriousness of the incident. Priorities range between 1 and 7, with the most serious being a 1. The meaning and importance of CAD priorities varies slightly between Police/Sheriff and Fire/EMS. Absent extraordinary circumstances, Fire/EMS priorities dictate whether units respond with lights & sirens. Law enforcement have more

discretion on when to use lights and sirens regardless of priority-- given circumstances of the call, traffic congestion and other variables such as the need to approach a scene silently.

A call can be transferred either *with or without a corresponding CAD CFS being created* and made available to the appropriate dispatcher. Prior to NWS there was no option to pre-enter calls, but NWS created a way to improve service delivery.

4. Defining the Cross PSAP pre-entry policy (CPP)

A “**pre-entered**” CFS include CFS where some level of basic call entry is completed by one dispatch agency and the unit assignment is completed by the other agency. See [Appendix 1 - Diagram 1 - Cross-PSAP Call Flow for a Burglary in Progress](#) and [Diagram 2 – Cross-PSAP Call Flow for an Assault](#), and [Appendix 3 – CPP Questions and Answers](#).

With the launch of the shared New World System (NWS) CAD system, a **cross-PSAP call pre-entry policy (CPP)** was implemented by SNOCOM and SNOPAC to govern the workflow on what information would be gathered prior to the transfer. At a high level the CPP asks the initial receiving PSAP to gather some basic information on the higher priority calls prior to transferring the call. The intent is that enough information can be gathered so that first responders can be alerted to the call prior to the transfer. Specifically for **Police P1 & P2** (Priority 1 & Priority 2) and **all Fire CFS**, a pre-entered CFS will have enough information so that the CAD system presents the CFS to the appropriate dispatcher, i.e., **the call is dispatchable prior to transfer, without further action by a call taker**. For **P3-P5 Police CFS**, the current policy allows the answering PSAP call taker to verify the location and enter details prior to the transfer: in these cases, the CFS is **not dispatchable** before the call transfer.

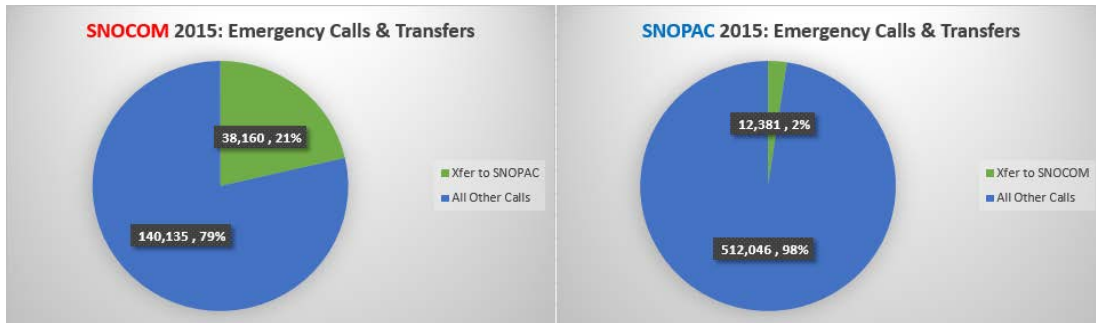
SNOPAC Internal transfers—from one call-taker to another—are distinct from call transfers discussed in this document. There is an important operational difference between SNOCOM and SNOPAC in this area: SNOCOM call takers are trained to take both fire/police and medical calls; all SNOPAC call takers are trained to take fire and police calls, *but not all are currently trained to take medical calls*. SNOPAC is actively working to remove these types of internal transfers. Because there is an effort underway to replace the current EMD (Emergency Medical Dispatch) system and the medical call taking training requires formal multi-day EMD instruction which would require a significant cost, SNOPAC has been waiting to implement the training until the new EMD system is in place. SNOPAC estimates it will cost roughly \$100K to provide this training for all staff. The timing of this training is under discussion, but should be completed within the next 12 months, presuming SNOCOM & SNOPAC reach agreement on a countywide successor to their existing manual EMD system. See [Appendix 2 – Internal Call Transfers at SNOPAC](#) for further information.

5. Impact of 911 Call Transfers on SNOCOM/SNOPAC Operations

Both SNOPAC & SNOCOM strive to answer incoming 911 calls as quickly as possible, and both PSAPs strive to meet or exceed the objectives defined by NENA (National Emergency Number Association (NENA) Call Answer Standards). Given Snohomish County’s unorthodox call routing rules we have one PSAP (SNOCOM) which receives a significant proportion (>20%) of their total call volume for incidents dispatched by the other PSAP (SNOPAC). (See [Figure 1 – Number of Emergency Calls and Transfers by PSAP](#)) This represents a meaningful workload for both PSAPs but especially for SNOCOM. There is a direct

correlation between a center’s ability to efficiently answer incoming 911 calls and perform other critical, time sensitive work when tasked with processing another PSAP’s calls.

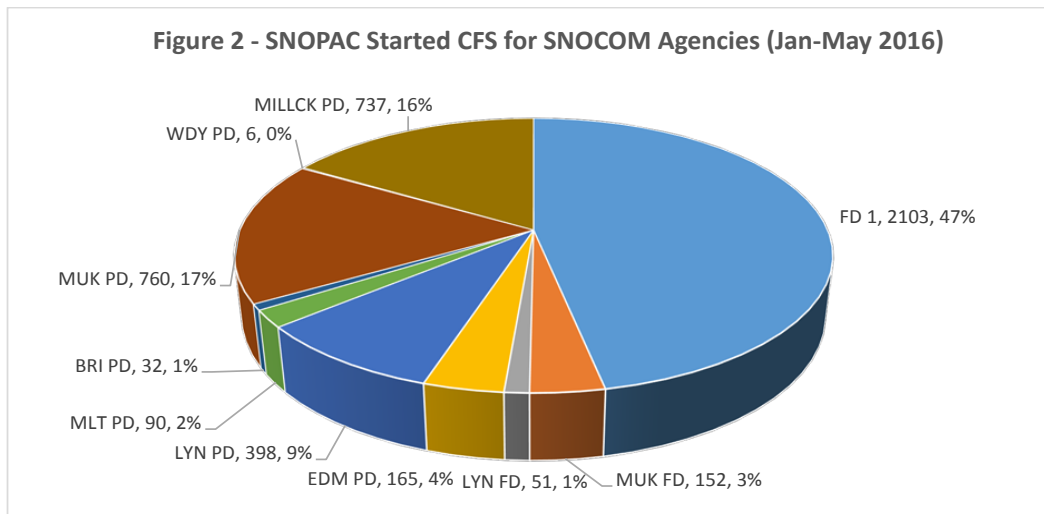
Figure 1 – Number of Emergency Calls and Transfers by PSAP



6. Agencies Impacted by Transfers – Number of CPP CFS Entered by PSAP

The volume of transfers between the PSAPs extends beyond just FD1 & SCSO and impacts a number of jurisdictions. For the first five months of 2016, 90% of CPP CFS pre-entered (10,163 - See Figure 2 and 3 below) from SNOCOM to SNOPAC were indeed for SCSO, however, there were 741 CFS entered for Everett Police or Fire and the remaining 336 calls for a number of other agencies. On the other hand, CPP CFS pre-entered from SNOPAC to SNOCOM on behalf of FD1 represented only 47% (2,103) with the majority of other transfers impacting jurisdictions along the PSAP border area.

Figure 2 - SNOPAC Started CFS for SNOCOM Agencies (Jan-May 2016)



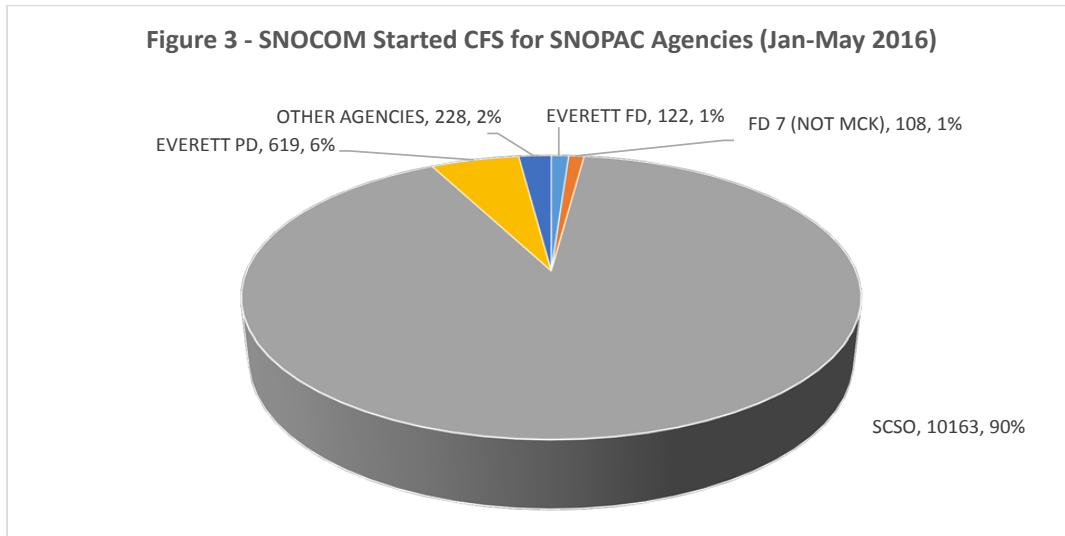


Figure 4 - SNOCOM Started CFS for Other Agencies

JURISDICTION	# OF CFS	JURISDICTION	# OF CFS
AIRPORT FIRE	12	MONROE FIRE	3
SNOHOMISH FIRE	6	ARLINGTON PD	22
SULTAN FIRE	1	MARYSVILLE PD	62
LAKE STEVENS FIRE	5	SNOHOMISH PD	25
TULALIP FIRE	3	TOWN OF DARRINGTON	1
GRANITE FALLS FIRE	4	GOLD BAR CITY	1
ARLINGTON RURAL FIRE	1	GRANITE FALLS CITY	3
GETCHELL FIRE	2	MONROE PD	14
GOLD BAR FIRE	1	STANWOOD PD	2
NORTH COUNTY FIRE	2	SULTAN CITY	3
ARLINGTON CITY FIRE	4	LAKE STEVENS PD	45
MARYSVILLE FIRE	6	TOTAL	228

Analysis: There are a number of reasons this is occurring, including some incidents where an alarm company simply called the wrong PSAP, but a greater number are because the majority of 911 calls are made from cellphones and cell towers which often straddle jurisdictional boundaries. Despite efforts to ensure cell towers route to the most appropriate PSAP, current cellular technology makes these transfers unavoidable.

One example: a cell tower located in Clinton serves portions of Everett & Mukilteo. In July 2016 that tower delivered 159 calls to SNOPAC, and SNOPAC transferred 66 (42%) of those calls to SNOCOM. During the tragic July 30th shooting where three young adults were killed and one seriously injured SNOPAC received

eleven 911 calls for that event from the Clinton cell tower even though the event was in Mukilteo, a city served by SNOCOM. While the CPP process was used, it is not an optimal solution for a dynamic, complex and rapidly unfolding event such as this. Four of the calls transferred received a recording because SNOCOM was flooded with calls and while there is no reason to believe these call delays ultimately had an impact on the outcome of the event, the transfers and resulting delays are avoidable and an example of why decreasing call transfers is so important and can ultimately save lives. There is promise that these types of call routing issues can be addressed through advances in technology, such as components of Next-Generation 911. However, there are no solid timelines for implementation and these types of largescale nationwide efforts are often delayed given their breadth and complexity.

7. Relevant characteristics of call transfers:

The table below lists various characteristics of call transfers—and whether we have data to measure these items.

Characteristics of a Call Transfer	Do we have this data?
Overall statistics related to number of calls being transferred.	Yes – See Section 4
% of calls that have some data pre-entered before a call is transferred, by agency.	Yes – See Section 5
Priority level of calls being transferred and how this compares to non-transferred call priority levels.	Yes – See Section 7.b
Activity that receiving/dispatching PSAP replicates, if any, from originating PSAP, <i>and length of time involved</i>	No – Other than knowing the call-takers should briefly confirm the location and type code after the hand-off from the other PSAP
Difference in total time it takes to dispatch a non-transferred call versus a transferred call	No – General information is available, See Section 7.c
Amount of time saved if a call has been pre-entered	No – From sampling, time saving varies but we estimate a minimum savings of 45 seconds.
# of Transferred calls where CFS has been entered fully consistent with the joint agency cross-PSAP call entry policy	No.

8. Cross PSAP Policy Summary and Analysis:

- a. **By PSAP: Number of Emergency Calls Received, Transferred Calls in Total, and Number of CPP CFS Entered County Wide (Figure 5)**

Figure 5 - January - May 2016 Emergency Calls Received, Transferred, and Pre-Entered CFS (County Wide)

	SNOCOM to SNOPAC	SNOPAC to SNOCOM
Emer Calls Received ¹	70,787	167,815
Emer Calls Transferred ¹	14,974	3,781
% of Total Emer Calls	21.2%	2.3%

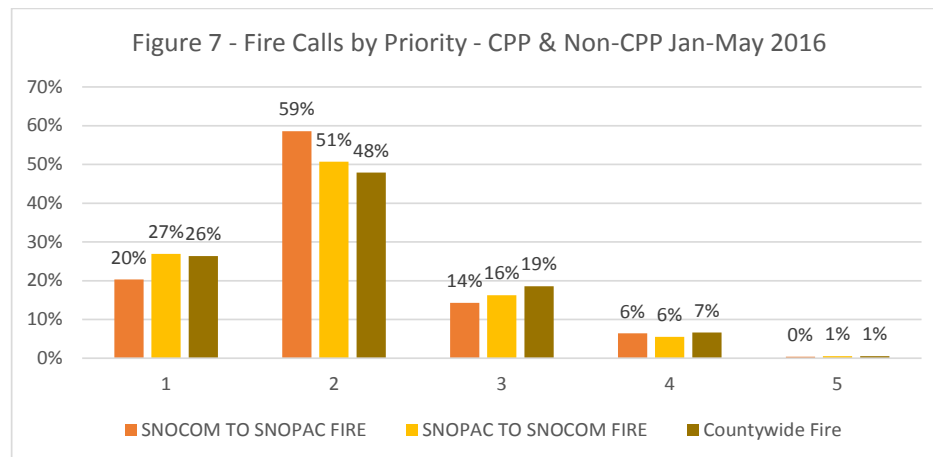
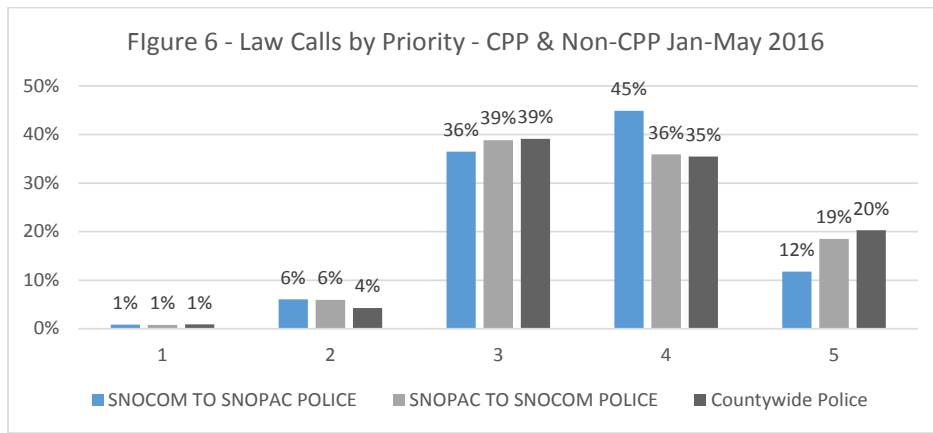
CPP CFS Entry ²	11,240	4,532
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1 Sourced from E911 data. Includes 10-digit emergency and 911 calls.

2 Sourced from New World DSS. CFS Created by one PSAP for a geographic area for the other PSAP.

Analysis: The data in Figure 5 shows that in the period from January – May 2016, approximately 21.2% of the emergency calls received at SNOCOM were transferred to SNOPAC, while only 2.3% of SNOPAC’s emergency call volume were transferred to SNOCOM. The volume of calls transferred is very different between the two agencies because roughly 85% of 911 calls are for police service, and police calls in the jointly served area are received by SNOCOM and need to be transferred to SNOPAC. There is no data currently available to confirm whether the CPP has been followed in all pre-entries. In addition, there is no data currently available to show the source of the CPP CFS. Some of the CPP CFS are the direct result of 911 calls, but many are the result of other agency activities such as mutual aid. In other words, there is no direct correlation between the number of calls transferred and the number of CPP CFS entered.

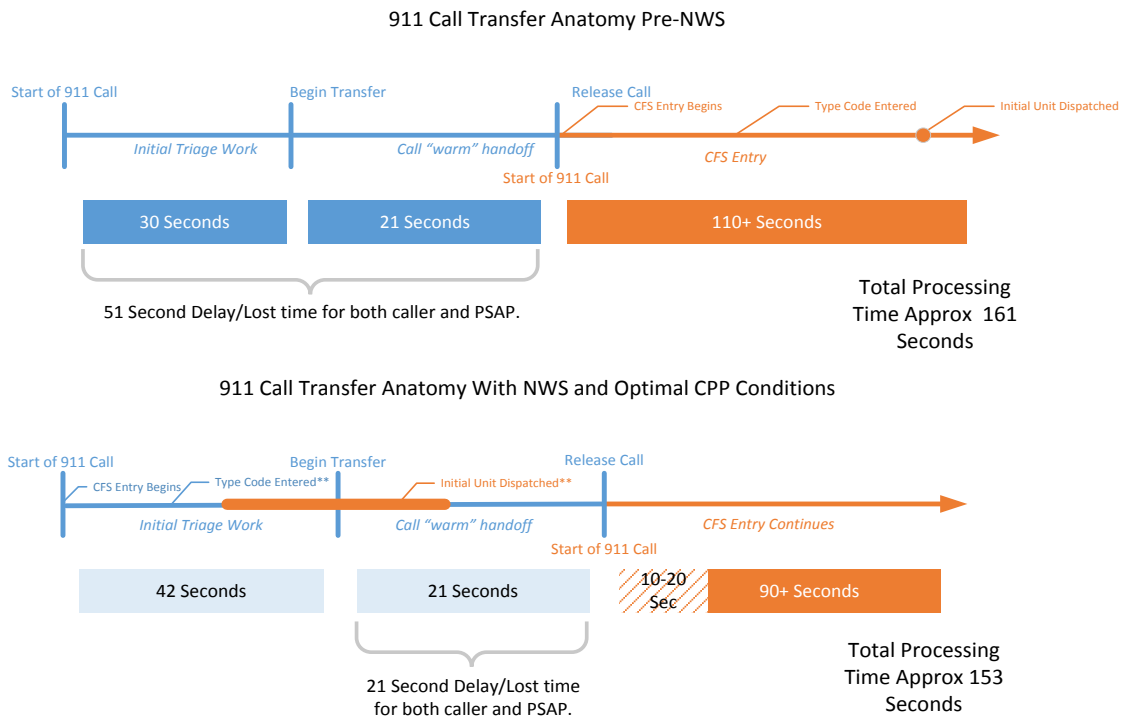
b. Type and priority of the CFS being pre-entered.



Analysis: The priority of calls being pre-entered for the jurisdictional PSAP area generally mirrors the priority of all calls countywide over the same time period (January – May 2016).¹ Approximately seven percent of the CFS pre-entered by SNOCOM for the SNOPAC Area are assigned a priority of 1 or 2 (these are the calls where police would frequently respond “lights and sirens.”) In contrast, approximately 78 percent of the CFS that SNOPAC pre-enters for SNOCOM are priority 1 or 2 calls.

c. Impact of CPP on Call Transfers

Figure 8 – Call Transfers Before and After New World



Analysis: Implementation of NW CAD for the first time allowed call interrogation to start regardless of which PSAP answered the call. Callers are less frustrated by not being forced to repeat entire incident details and in virtually every incident reviewed, basic information was gathered by the first receiving PSAP. Before NW CAD, this information was usually not recorded nor provided to the responsible PSAP.

In optimal CPP conditions, with a call that meets the criteria for processing, many incidents are dispatchable prior to transfer; something that was not possible prior to NW CAD. In these cases, the initial unit dispatch may occur a minute or more sooner as compared to the Pre-NWS configuration.

¹ A listing of CFS type by priority is included in Addendum 4 – Active Police and Fire Type Codes.

While there is an increase in work for the receiving PSAP (42 seconds compared to ~30 seconds) to process calls on behalf of the other PSAP, there is a decrease in total processing time which improves service delivery.

Figure 9 shows the number of CPP CFS being pre-entered, broken out by Police/Fire and by PSAP.

The timelines in Figure 8 makes several assumptions based on best data available.

- o No method to precisely link 911 phone and NW CAD data.
- o Variety of operational conditions which create numerous exceptions, making aggregate analysis impossible.

Despite meaningful improvements this is still an inefficient model.

Figure 9 – Number of CPP CFS vs Non-CPP by PSAP, PD/FD

	Priority				
	1	2	3	4	5
LAW SNOCOM to SNOPAC CPP	93	661	4,000	4,918	1,288
LAW SNOPAC TO SNOCOM CPP	17	132	865	800	412
LAW NON-CPP SNOPAC	435	2,269	18,547	22,925	12,176
LAW NON-CPP SNOCOM	379	1,598	16,085	10,750	6,727
LAW TOTAL	924	4,660	39,497	39,393	20,603
	1	2	3	4	5
FIRE SNOCOM TO SNOPAC CPP	57	164	40	18	1
FIRE SNOPAC TO SNOCOM CPP	621	1,170	375	127	13
Fire NON-CPP SNOPAC	4,027	6,865	2,870	1,209	112
FIRE NON-CPP SNOCOM	2,494	4,834	1,744	508	27
FIRE TOTAL	7,199	13,033	5,029	1,862	153

9. Options for Reducing or Eliminating Call Transfers

Note: Call transfers are one of several considerations in the larger question of whether SNOCOM and SNOPAC should consolidate.

	Option	Implications (time, cost, impacts, additional information needed, major unknowns)
1	Continue to work the problem while remaining separate PSAPs/agencies	<ul style="list-style-type: none"> a. Does not eliminate call transfers. b. Unknown: Does SNOCOM need to hire additional call takers to better process the SCSO load?
2	Split SCSO dispatch responsibility so that all (police and fire) calls in jointly served area are entered and dispatched by SNOCOM.	<ul style="list-style-type: none"> a. Significantly reduces number of call transfers. b. Would take a long time to implement. c. SNOCOM call volume would increase significantly and may require additional staffing.

		<ul style="list-style-type: none"> d. Under current E911 revenue sharing formula, SNOCOM would receive about \$155K in additional revenue (and SNOPAC would lose a similar amount) e. Would require an additional dispatch position at SNOCOM which costs roughly \$500,000 annually in labor costs, likely funded by SCSO. f. Major operational issues for SCSO, SNOCOM and SNOPAC including operational and responder safety issues. g. Impact to both SNOCOM/SNOPAC member assessments
3	Split FD1 dispatch and call taking responsibility so all (police and fire) calls in jointly served area are entered and dispatched by SNOPAC.	<ul style="list-style-type: none"> a. Significantly reduces number of call transfers. b. Could be implemented after call interrogation system is implemented and SNOPAC completes EMD training c. FD1 would be "split" between unincorporated area and their contract agencies, creating operational issues. d. SNOPAC's call volume would increase about 2% but SNOCOM's call volume would drop about >20%. e. Under current E911 revenue sharing formula, SNOCOM would lose approximately \$521K per year (and SNOPAC would gain a similar amount). f. SNOPAC may need to add call taking staff. g. SNOCOM may reduce staffing. h. Redistribution of radio traffic could have operational impacts to all SNOPAC fire agencies. i. Impact to both SNOCOM/SNOPAC member assessments.
4	Shift how the 911 calls are routed to be based on police, rather than fire calls. FD1 call taking completed by SNOPAC, dispatch by SNOCOM.	<ul style="list-style-type: none"> a. Reduce call transfers by approximately 50K annually. Cell sector misroutes may still continue along border areas. b. FD1 would be impacted by SNOPAC internal transfer issue until new EMD program is implemented. c. Technically, rerouting 911 calls between PSAPs is a large body of work and could be completed relatively quickly. d. Impact to both SNOCOM/SNOPAC E911 funding under current formulas, estimated loss of \$521K annual in funding for SNOCOM.
5	Consolidate call taking, but not dispatch (Single PSAP)	<ul style="list-style-type: none"> a. Answering PSAP would receive all E911 funding. b. Creates several operational challenges, limits overflow call-taking to dispatchers, would like result in a reduction of staff at the dispatch only center
6	Separate police and fire dispatch centers into two agencies, but have a single call-taking PSAP for all calls. (Seattle model)	<ul style="list-style-type: none"> a. Similar to Option 5. An agency not operating a call center gets zero E911 revenue per state law. b. Sizes of dispatch operations would be very different. c. All fire 911 calls would be transferred to fire dispatch agency. c. This would likely delay dispatch of fire calls, and is moving away from national best practice.
8.	Shared phone system with shared call distribution	<ul style="list-style-type: none"> a. There are several ways to integrate the existing Viper phone systems. b. Eliminates all call transfers.

		<ul style="list-style-type: none"> c. Integration would allow 911 calls to be delivered to any available call-taker at either PSAP, regardless of the location of the call. d. This could be done relatively quickly. e. There would be some nominal costs to reconfigure the existing system, however this integration could result in a savings estimated to be \$768,000 every 5-7 years. (based on 2016 hardware replacement costs at SNOCOM) f. Would create administrative challenges determining necessary call-taking staffing. g. Would create operational challenge to ensure fair distribution of workload h. Would create additional operational impacts, e.g. call taker in one building for major incident dispatched in other building. Unknown impact to E911 funding with fluid routing of 911 calls.
7	Consolidate PSAPs	<ul style="list-style-type: none"> a. Eliminate SNOCOM/SNOPAC call transfers altogether.

Appendix 1 – Active Police and Fire CFS Type Codes

Diagram 1 and 2 contain examples of CPP when the situation allows the maximum application of the current CPP policy.

Diagram 1 – Cross-PSAP Call Flow for a Burglary in Progress (Police Only)

This is an example of the call flow process for a priority 1 burglary call within the jointly served SCSO/FD1 area where the 911 call is routed to SNOCOM. This is an example of how a call should be processed through the application of the Cross-PSAP Call Entry Policy. This same process applies in the opposite direction for Fire CFS where the 911 call is routed to SNOPAC.

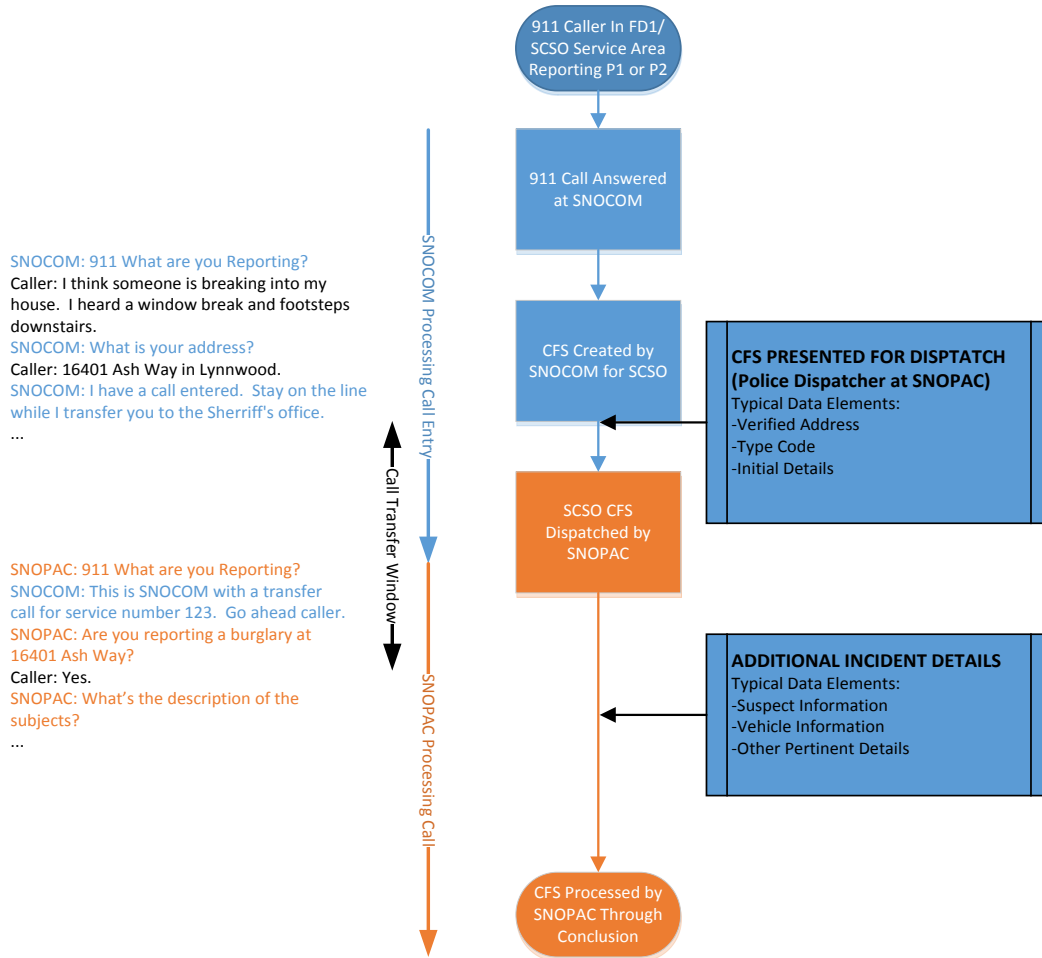
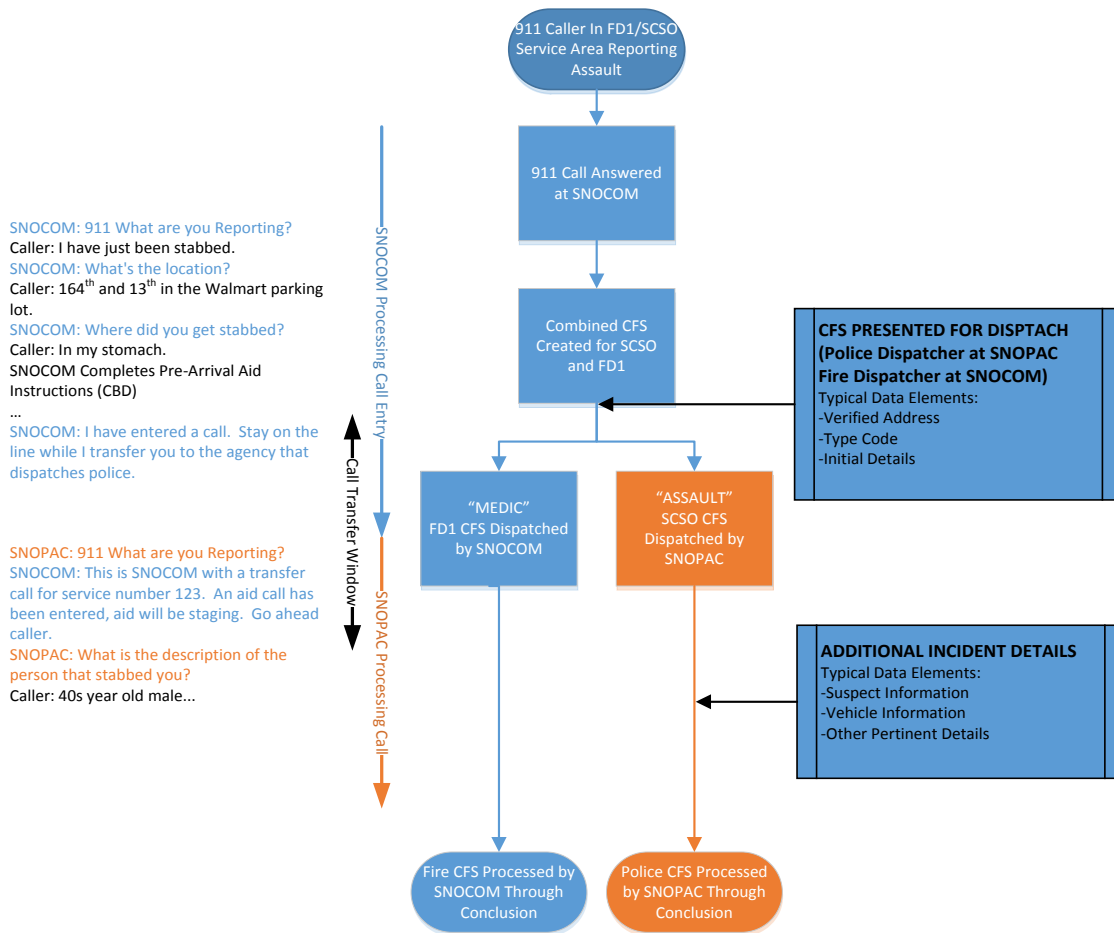


Diagram 2 – Cross-PSAP Call Flow for an Assault (Police and Fire Combined)

This is an example of the call flow process for a priority 1 assault call within the jointly served SCSO/ FD1 area where the 911 call is routed to SNOCOM. This is an example of how a call should be processed through the application of the Cross-PSAP Call Entry Policy. This same process applies in the opposite direction for a combined CFS where the 911 call is routed to SNOPAC.



Appendix 2 – Internal Call Transfers at SNOPAC

Reducing Internal Call Transfers—Key Dependency: Timing of Replacement of EMD Systems at SNOPAC and SNOCOM

Both SNOPAC & SNOCOM have been evaluating a replacement for their current EMD system. That process started in 2011-12 to the point of having an RFP document agreed upon by both PSAPs. The replacement system is expected to include a software component integrated in their NWS system, so the RFP was held until the NWS went live.

County E911 funding has been secured since 2011-12 with a primary tenant that both PSAPs use the same system. Neither PSAP can pursue a solution with E911 funding absent agreement on a program.

In an effort to avoid issues with labor, SNOPAC’s April 2012- CBA included a “Consolidated Call Taking Initiative” which clarified their intent to end internal transfers of fire and medical calls. Since then the Fire component has been implemented and SNOPAC is positioned for the EMD training once the PSAPs select a replacement system. 2012 ASE CBA excerpted below.

7.2 Workplace Changes.

- 7.2.1 The parties understand that SNOPAC will be implementing software and process changes (e.g., New World implementation, the Consolidated Calltaking Initiative) during the term of this Agreement that will affect how work is performed and distributed within the bargaining unit. The parties agree that the wage increases described above address any compensation adjustments associated with these changes.
- 7.2.2 All employees will be provided with comprehensive class-room training by certified training staff provided at SNOPAC’s expense to attain call-taking certifications and to master the software associated with implementation of the Consolidated Calltaking Initiative. Employees will be given three opportunities (an initial test and two retests) to achieve certification. Should an employee fail all three testing opportunities, and if that employee made concerted effort to achieve certification and still failed, additional training or testing may be offered at the discretion of SNOPAC.

Although NWS is now live, the change in Directors at SNOCOM has required a reset of this process. Work is underway that included demonstrations of two EMD systems in June with next steps to include site visits of comparable centers using the two products.

SNOPAC is in agreement that standardization of EMD between centers is in the best interest of Snohomish County and their first responders. SNOPAC is eager to move forward with SNOCOM at their earliest opportunity.

Appendix 3 – CPP Questions and Answers

Some questions related to call transfers

Q: Can transferred calls be pre-identified by giving them a unique ring tone or other means?

A: The current phone configuration does not allow this, but this is something that may be possible in a future configuration when the systems are replaced over the next several months.

Q: If a CFS is pre-entered, can it be dispatched by the receiving agency immediately upon receipt without further action by a call taker?

A: If the policy is followed in completing a CFS, yes – except for lower priority (3-5) police calls and medic calls: these calls required further interrogation by the receiving agency call taker.

Q: Do calls ever get dropped by the system (as opposed to a cell tower dropping a cell call)?

A: Yes, dropped calls are not uncommon especially given the majority of 911 calls are from cellular phones which are more susceptible to drops than a traditional wired landline.

Q: How many calls are misdirected by cell towers?

A: Exact figures are unavailable, however, there is a belief that there are some towers that are more problematic than others, such as the example discussed above of the Clinton tower where 42% of the calls are for SNOCOM and 58% for SNOPAC. In an effort to reduce the number of transfers, the E911 office completed and rerouted cell sectors based on the number of address points, previous 911 calls, and carrier provide coverage information.

Q: Do transferred calls ever get transferred back again to the transferring agency?

A: Yes, but this is an anomaly.

Q: How accurate is the caller ID system – and do call takers call people back if a call is dropped or the caller hangs up before talking to us?

A: The caller ID system is highly accurate, and the call takers do call back dropped calls and hangs up. Many of those callers do not pick-up when they are called back.

Q: Are staff at both agencies complying with the jointly adopted cross PSAP call pre-entry policy?

A: Operations staff from both centers are actively working to improve and refine this process, but they know there is still much work to be done with CPP and that compliance is not where they would like it to be

Appendix 4 – Active Police and Fire CFS Type Codes

Police Call types

Name	Description	Priority	Name	Description	Priority
ACTIVE	ACTIVE SHOOTER	1	DVV	DOMESTIC VIOLENCE VERBAL	3
ALARMH	ALARM HOLDUP	1	MALP	MAL MIS PRIORITY	3
ASLTW	ASSAULT WEAPON	1	OPEN	OPEN DOOR/WINDOW	3
BOMB	BOMB	1	PAPER	PAPER	3
DIVE	DIVE	1	PROWL	PROWLER	3
DVW	DVW	1	PUD3	PUD3	3
ESCAPE	ESCAPE	1	RSO	RSO	3
HELP	HELP	1	SAR	SAR	3
KIDNAP	KIDNAP	1	SEX	SEX OFFENSE	3
LEVEL2	LEVEL2	1	SS	SUBJECT CONTACT	3
LOJACK	LOJACK	1	SUIC	SUICIDE	3
PUD1	PUD1	1	SUSPP	SUSPICIOUS PRIORITY	3
PURSUIT	PURSUIT	1	TEXT	TEXT	3
ROBB	ROBBERY BANK	1	THAZ	TRAFFIC HAZARD	3
ROBP	ROBBERY PRIORITY	1	THEFTP	THEFT PRIORITY	3
ROBW	ROBBERY WEAPON	1	TRESP	TRESPASS PRIORITY	3
SUICW	SUICIDE WEAPON	1	TS	TRAFFIC STOP	3
ALARM D	ALARM DURESS	2	ABAND	ABANDONED VEH	4
ALARMS	ALARM SILENT	2	ABUSE	ABUSE	4
ASLTP	ASSAULT PRIORITY	2	ASLT	ASSAULT	4
BAIT	BAIT	2	BOAT	BOAT	4
BURGP	BURGLARY PRIORITY	2	BURG	BURGLARY	4
CAN	CANCEL	2	CIVIL	CIVIL	4
COLP	COLLISION PRIORITY	2	FM	COUNTY FIRE MARSHAL	4
DVP	DOMESTIC VIOLENCE PHYSICAL	2	FRAUD	FRAUD	4
FRAUDP	FRAUD PRIORITY	2	HARASS	HARASSMENT	4
PERSP	PERSON PRIORITY	2	HELO	HELO	4
PUD2	PUD2	2	JUV	JUVENILE	4
SHOTS	SHOTS	2	MAL	MALICIOUS MISCHIEF	4
VEHRP	VEH RECOVERY PRIORITY	2	MENTAL	MENTAL	4
VEHTP	VEHICLE THEFT PRIORITY	2	NOISE	NOISE	4
VIOLP	VIOLATION COURT ORDER PRIORITY	2	NUIS	NUISANCE	4
WARRS	SEARCH WARRANT	2	ORD	ORDINANCE VIOL	4
911	911	3	OTHER	OTHER	4
AF	ASSIST FIRE	3	PARTY	PARTY	4
AL	ASSIST LAW	3	PERS	PERSON LOST/FOUND	4
ALARMA	ALARM AUDIBLE	3	PROP	PROPERTY	4
ARSON	ARSON	3	PS	CPS / APS	4
COL	COLLISION	3	RADAR	RADAR	4
DEATH	DEATH	3	ROB	ROBBERY	4
DIST	DISTURBANCE	3	SCHOOL	SCHOOL EMPHASIS	4
DUI	DUI	3	SHOP	SHOPLIFT	4

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Agenda Item 5

Name	Description	Priority
SUBS	SUBSTANCE	4
SUSP	SUSPICIOUS	4
THEFT	THEFT	4
THREAT	THREAT	4
TRES	TRESPASS	4
TRF	TRAFFIC	4
VEHR	VEH RECOVERY	4
VEHT	VEH THEFT	4
VICE	VICE	4
VIOL	VIOLATION COURT ORDER	4
WARR	WARRANT	4
WEAPON	WEAPONS	4
WELC	WELFARE CHECK	4
AC	ANIMAL	5
ADVISED	ADVISED INCIDENT	5
AEP	AREA EMPHASIS PATROL	5
AP	ASSIST PUBLIC	5
ATC	ATTEMPT TO CONTACT	5
ATL	ATTEMPT TO LOCATE	5
BANG	BANG	5
CHECK	LOCATION CHECK	5
CST	CRIME SCENE TECH	5
DEM	DEM CALLOUT/INFORMATION	5
ESCORT	ESCORT	5
FLUP	FOLLOW UP	5
FOOT	FOOT PATROL	5
INFO	INFO	5
PARK	PARKING	5
RECOV	RECOVERY ADVISMENT	5
ROUTE	BUS ROUTE	5
SPOP	SPECIAL OPS	5
TFDRUG	TASK FORCE INVESTIGATION	5
UTIL	UTILITIES	5
WBM	MAIL/WEB BASED REPORT	5
NEW CALL	NEW CALL	New

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Fire Call Types:

(Note: The Fire Call types have been updated as of June 10, 2016. This is the non-updated version, which covers the CFS analyzed in this briefing)

Name	Description	Priority	Name	Description	Priority
AIR	AIR	1	FSN	FS NONCODE	3
AIRC	AIRC	1	MAF	MAF	3
FC	FC	1	MAH	MAH	3
FFB	FFB	1	MVC	MVC	3
FR	FR	1	ZONE 11	ZONE 11	3
MAR	MAR	1	ZONE 12	ZONE 12	3
MCI	MCI	1	ZONE 9	ZONE 9	3
MEDX	MEDX	1	BLSN	BLSN	4
MVCE	MVCE	1	NURSE	NURSE	4
MVCP	MVCP	1	AID	AID	5
NOTICEP	NOTICE PRIORITY	1	CRP	COMM RESOURCE PARAMEDIC	5
TRA	TRA	1	FIRE	FIRE	5
TRC	TRC	1	FIREP	POLICE REQ 4 FIRE RESPONSE	5
TRS	TRS	1	HOLD	HOLD	5
TRT	TRT	1	MISC	MISC	5
TRWR	TRWR	1	MU	MU	5
TRWS	TRWS	1	NOTICE	NOTICE	5
AIDP	POLICE REQ 4 MEDICAL	2	SC	SC	5
COAM	COAM	2	NEW CALL	NEW CALL	New
FB	FB	2			
FS	FS	2			
FTU	FTU	2			
GLI	GLI	2			
GLO	GLO	2			
HZ	HZ	2			
MAA	MAA	2			
MAB	MAB	2			
MED	MED	2			
MVCF	MVCF	2			
MVCM	MVCM	2			
AIRS	AIRS	3			
BLS	BLS	3			
COA	COA	3			
ARSON	ARSON	3			
FAC	FAC	3			
FAR	FAR	3			
FAS	FAS	3			
FI	FI	3			

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Agenda Item 5

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**SNOCOM/SNOPAC Joint Task Force on Consolidation
Communications Strategy Outline**

*Unanimously recommended by the Joint Task Force, June 24, 2016
Approved by SNOCOM Board, July 20, 2016
Approved by SNOPAC Board, July 21, 2016*

Goals:

Primary goals of the communications strategy

- Ensure SNOCOM, SNOPAC, and SERS Board members have access to the same information
- Ensure all member agencies, employees, media outlets, and other stakeholders of SNOCOM, SNOPAC and SERS have similar understanding of project status
- Disseminate common information to and within member agencies on a timely basis, not less than once a month beginning in July.
- Provide means to answer questions from staff / elected officials / others and get feedback

Messages:

Messages will have difference focus depending on the audience, and will evolve as the project proceeds.

In the **first phase of the project (July - August)** messages will focus on communicating

- Scope of the project
- How the project decision-making process is structured
- Project timeline
- Process for providing input or getting answers to questions
- How communications will continue in the future

Messages to be repeated each month until/unless decisions are made that supersede/update these messages:

- (1) No decision has been made whether or not to consolidate SNOCOM and SNOPAC.
- (2) The primary purpose of the project is to develop information necessary to allow the SNOCOM and SNOPAC Boards, and their member agencies, to make an informed decision as to whether SNOCOM and SNOPAC should consolidate in some manner.

- The Boards of both SNOCOM and SNOPAC have committed that should consolidation occur, no layoffs will be made in the transition to a consolidated agency.
- (3) Deliverables for the current project include both:
- an assessment of what the situation will be if consolidation does not occur, in terms of service levels, staffing and costs, and
 - a proposed approach to consolidation and an assessment of what that means in terms of services, staffing and costs.
- (4) The information gathering process is expected to last through 2016. Any decision to consolidate will be made no earlier than 2017.
- (5) Member agencies of SNOCOM and SNOPAC will have access to all work products of the Joint Task Force as they are developed and forwarded to the SNOCOM and SNOPAC boards for consideration.
- (6) Any decision to consolidate will be made consistent with the interlocal agreements governing the two agencies.

In later project phases (September – December), messages will communicate key decisions as they are made by the Joint Task Force, and continue to reinforce opportunities for input. For example, the following items would be circulated once they are proposed for review by the SNOCOM and SNOPAC boards (and again if/when the items are approved by those boards):

- The proposed statement of shared values of principles.
- Data around call transfers and options to reduce them
- Scope of services options and recommendations
- The process to develop the governance model
- As steps in the governance process are completed, decisions can be made available for review
- Facilities options, including options for addressing redundancy can be generally described and compared
- Proposals for cost allocation can be generally described and compared

Messages will be developed by the facilitator and Executive Directors of SNOCOM and SNOPAC with input from the Joint Task Force. **In all cases, the Joint Task Force will approve communications before they are published / issued.**

Audience

Primary audiences for communication include:

- SNOCOM, SNOPAC and SERS Board Members and their Alternates
- Management teams of participating jurisdictions, including SERS
- Elected leadership of participating jurisdictions (councils, commissions)
- Employees of SNOCOM and SNOPAC
- Staff of member agencies

Secondary audiences for communication include:

- The public
- Local Media
- Other emergency communications operations in the region

Strategies

- A. Provide regular, balanced, accurate, high-level information to all member agencies of SNOCOM/SNOPAC/SERS to enable their staff and leadership to quickly understand the project status and next steps.
- B. Respect the role and responsibility of the member agencies to make their own decisions with respect to consolidation and to have input into the process.
- C. Ensure an opportunity for two-way input—information out from the Joint Task Force, and information and feedback in from leadership and employees of member agencies, as well as the public.
- D. Member agencies (and SNOCOM/SNOPAC/SERS) are accountable for sharing approved Joint Task Force communications with their respective staff and leadership.
- E. Progress on the project should be transparent. The project schedule and status should be posted on the website. Completion of each phase of work should be approved, and identify actions by SNOCOM/ SNOPAC Boards, including but not limited to their endorsement of JTF work products and agreement to continue the project to the next phase.

Tactics

- (1) A **single high-level project update** will be emailed to all member agencies **not less than once a month**. This approved communications

piece will be drafted by the facilitator in consultation with the Executive Directors and **approved by the Joint Task Force**.

- (2) Each member agency's CEO (Fire Chief, City Manager or Mayor) will be responsible for disseminating approved communications pieces to agency staff and leadership (council, commissioners).
- (3) Each member agency will also identify internal contact or contacts to which employees can direct their questions or feedback. That contact person(s) shall be responsible for collating those questions / feedback and forwarding them on a regular basis (monthly) to either Brenda Froland (bfroland@snopac911.com) or Sharon Brendle (sbrendle@snocom.org). They in turn will collate responses/queries and forward them to the Joint Task for review at each Joint Task Force meeting.
- (4) **Both SNOCOM and SNOPAC will timely post on their website:**
 - o All approved monthly communication statements
 - o All meeting summaries and work products of the Joint Task Force.
 - o All "Joint Board" meeting summaries
 - o Project timeline and workplan (as updated from time to time)
- (5) Both SNOCOM and SNOPAC will also post on their respective websites a link for individuals (public, employees, elected officials) to submit questions and comments on the project. This will be an email address, not an open blog.
 - o Brenda Froland of SNOPAC and Sharon Brendle of SNOCOM will be assigned to (1) review the "Questions Email Box" daily and direct queries their respective Executive Director for response within 2-3 business days to pre-designated individuals, and (2) compile all emails into packets that can be reviewed/discussed by the Joint Task Force (standing agenda item).
 - of public inquiries
- (6) **Primary responsibility for speaking with the media** about the work of the Joint Task Force will be assigned to the **Executive Directors** of SNOCOM and SNOPAC. Press inquiries should be referred to them.
 - o Jurisdiction representatives receiving media inquiries about the project may also choose to respond to such requests *but should take care to distinguish their individual views from the positions of the Joint Task Force and/or the SNOCOM/SNOPAC Boards.*
- (7) At key points in the project, a common set of presentation materials for all participating shall be developed by the staff team in coordination with the Joint Task Force, to share with councils, commissions, and others. **At a minimum, there will be one briefing package forwarded in 2016**, with

the expectation that the final deliverables will be forwarded in Q1 2017 after review and input by the SNOCOM and SNOPAC Boards.

Timeline

Standing Monthly Communication Items:

- Joint Task Force meeting summaries posted on SNOCOM and SNOPAC websites.
- Monthly communications updates for member agencies leadership, public safety employees, and SNOCOM/SNOPAC employees drafted by staff team, approved by Joint Task Force, posted on website and distributed to each agency and SNOCOM/SNOPAC employees electronically.
- Feedback and questions received in previous month are summarized and forwarded electronically to B. Froland and S. Brendle for review by Joint Task Force.
- Executive Director's respond to all questions received at SNOCOM/SNOPAC questions email.
- Joint Task Force work products as forwarded to Boards, and those products as approved (or not) by the Boards will be posted on SNOCOM and SNOPAC websites.

Sample Communications Calendar June 2016 – April 2017

<i>Month</i>	<i>Communications Item</i>	<i>Completed</i>
JUNE	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • JTF Reviews and adopts communications plan, agrees to forward it and other work products to SNOCOM and SNOPAC Boards 	
JULY	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Communications Plan reviewed and approved by SNOCOM and SNOPAC Boards <i>After that:</i> • Initial communications piece approved by Joint Task Force and posted on website. • Initial Q & A on project drafted and approved by Joint Task Force, posted on website • Emails for submitting questions posted on website. • Proposed mission statement/decision-making structure/project schedule/work products <i>as proposed to Boards</i> by Joint Task Force posted. <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) • Contact persons identified for each agency (to receive feedback, questions) • Communications plan posted 	
AUGUST	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update for employees drafted and circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle —in turn forwarded to JTF • Initial Council / Commission briefing and related PowerPoint shared with Boards and then circulated to participants for use in briefing elected officials in September 	
SEPTEMBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted 	

	<ul style="list-style-type: none"> • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF • Work products forwarded to Boards by JTT posted <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) 	
OCTOBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update for employees drafted and circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF. • Work products forwarded to Boards by JTT posted <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) 	
NOVEMBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF • Work products forwarded to Boards by JTT posted <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) • Second Council/Commission briefing and PPT developed and forwarded to Boards for approval/use for briefing elected officials in December. 	
DECEMBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF 	

JANUARY	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF • Recommendations Briefing Packet and PPT developed and forwarded to Boards for approval/use for briefing member agencies in February-March. 	
FEBRUARY	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF 	
MARCH	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF 	
APRIL	<ul style="list-style-type: none"> • Results of individual agency, Board deliberations summarized, posted. 	

**Proposed Framework Principles for Governance Initial Points of JTF Consensus
Relating to Board Composition and Voting**

Incorporating edits as approved by both SNOCOM and SNOPAC Boards

Initial version of document unanimously endorsed by the Joint Task Force on October 3, 2016 and referred to SNOCOM and SNOPAC Boards for consideration and approval in October. Reviewed at October 2016 SNOCOM and SNOPAC Board Meetings, and again in November 2016 by SNOCOM Board.

Purpose of this document

The purpose of this document is to set forth a recommended set of policy guidelines that will help guide the approach to defining governance of a consolidated dispatch agency.

Adopting this set of policy guidelines narrows the range of options – but there are still dozens of potential governance outcomes consistent with these guidelines.

These policy guidelines are consistent with, and build upon, the previously adopted Statement of Values and Principles (see Table 1).

Table 1: Excerpts from adopted Statement of Values and Principles relating to governance
Providing high quality service to citizens and first responders.
Being an effective and efficient steward of public funds.
Participatory Governance. All participating agencies should have a meaningful voice in the operating decisions of the Agency
Promoting interagency collaboration, communication and strong working relationships.
We strive to operate nimbly, with the ability to make decisions and respond quickly when necessary.
We seek to develop unified public safety communications policies countywide.
We seek to understand and address the unique needs of Police and Fire agencies. We strive to address these needs, as well as the disparate needs of small and large

agencies. We strive to address these needs equitably in all operating and financial decisions.

Proposed Framework Principles for Governance

A. General points:

Board members need to:

- Be active and engaged
- Be able to make a decision for their agency, then and there, at the table
- Have a solid understanding of the operation of the agency
- Collectively, include a mix of operational and elected perspectives

B. More specifically:

1. The Board should include a total of between **12-19 members**.

Rationale: The board likely needs to be somewhat larger than either the current SNOCOM or SNOPAC Boards to accommodate the interests of both agencies. The board should not exceed the recommended size in order to ensure functional dialogue. All 50+ agencies cannot serve if the board is to be functional: agencies will need to share representation.

2. The Board should include representation from **Cities, the County, and Fire and Police agencies and/or representatives**.

Rationale: This will ensure that the various types of member agencies are represented. A balance will bring more perspectives to the table and create a more effective board. It reflects current practice of SNOCOM and SNOPAC.

3. The Board composition –allocation of seats -- should consider **workload of the consolidated agency as between Fire and Police agencies**.

Rationale: This reflects current practice of both SNOCOM and SNOPAC, in which workload imposed on the agency translates to cost allocation. It ensures representation of agencies reflects the services delivered to those agencies and their financial commitments.

4. **Small, medium and large agencies** should be represented.

Rationale: Agencies of different sizes have different needs and perspectives. Ensuring all are represented is one step in ensuring that one or two large agencies don't control all decisions.

5. Geographical location of agencies is not very important in allocating Board seats.

Rationale: The size and type of agencies is more important. Avoiding geographic based allocations of seats will also help build countywide cohesion.

6. There should be a mix of Operational and Electeds Representatives on the Board

Rationale: This brings an important mix of skills, expertise and perspectives to the Board—including but not limited to stewardship of public funds and user agency perspectives-- as well as a means of ensuring continuity over time of Board members.

7. Except in jurisdictions where local code or charter dictates that the executive has appointment authority, Legislative authorities (councils, commissioners) should make the appointments (although this will typically be *appointments to a caucus to select Board representatives* since there will be substantially more members than board seats).

Rationale: This reflects current practice of SNOCOM and maintains the important role of elected officials in selecting leadership of the agency. It also allows local jurisdictions to follow their own local codes/rules in deciding how to decide who represents them at the caucus to appoint Board members.

8. Those appointed by legislative authorities to a caucus for purposes of appointing Board members should have the freedom to decide who to represent them on the Board. Their choices should ensure the general requirements of a Board Member (Part A) are met, and could therefore include: any elected official, the chief executive officer/administrator of an agency (or his/her deputy), a Police or Fire Chief or their deputy/assistant chief.

Rationale: This builds upon current practice and gives the appointed representatives the freedom to select the person they believe will best represent their interests on the Board.

9. There should not be a general public representative on the board.

Rationale: It will be sufficiently challenging to allocate seats without further diluting representation of members.

10. The allocation approach needs to be dynamic—able to address changes in the members' population, workload, etc. over time.

Rationale: If the ILA incorporates flexibility to adjust over time as population grows and shifts between members, this can avoid the need to amend the interlocal agreement and thus provide important stability for the agency.

11. There should be a single designated alternate for each Board member, who should be encouraged to attend Board meetings regularly in order to remain well informed of agency activities.

Rationale: This will ensure a continuity in the oversight of the agency and ensure full representation of all Board members and caucuses.

12. Supermajority votes approval should be required for major issues, including, but not necessarily limited to:

- a. Adding a new member
- b. Terminating a member
- c. Amending the ILA
- d. Amendments to bylaws
- e. Approving the budget if it exceeds a specified % increase over last year
- f. Capital expenditures exceeding a specified amount
- g. Dissolution or merger/consolidation of the agency
- h. Whenever any Board member requests

Rationale: This reflects a model that is already in use in the County. It requires consensus between small and large agencies on major action items. (Note: the specific definition of "supermajority vote" is not yet identified/recommended).

13. A single agency should not be able to stop the consolidated agency from moving forward on important actions for which there is otherwise strong consensus.

Rationale: The work of the public safety dispatch function is critical and should be able to proceed where there is consensus. (Note: this principle is not intended to override situations in which unanimous consent is required by law.)

14. Regardless of Board structure, Technical Advisory Committees, one for police and one for fire, should continue to meet and provide input and advice to agency leadership.

Rationale: It is important that operational expertise informs service delivery.

SNOCOM-SNOPAC Joint Board Meeting 9.15.16

Agenda Item 4

DATE: September 9, 2016

TO: SNOCOM and SNOPAC Boards

FROM: Terry Peterson, Kurt Mills

RE: Matrix of Services and Service Levels Currently Provided by SNOCOM and SNOPAC

Attached to this memo is a matrix detailing the types of services provided by SNOCOM and SNOPAC. In addition to basic 911 and dispatch services, the two agencies offer a variety of other services on behalf of the member agencies. While the majority of the services offered by SNOCOM and SNOPAC are very similar, there are some notable differences. Any significant difference is called out within each service in the "Service Comparison" table.

In terms of service *levels*, both agencies currently track a limited set of metrics. SNOCOM and SNOPAC have adopted different sets of metrics which are described in summary below (See page 5, table captioned "Performance Metrics.").

Based upon the review of this information, both Director Peterson and Mills agree that should consolidation of the two agencies occur, there should be no loss of service levels. Separate from the whole issue of call transfers (which would be almost entirely eliminated if consolidation occurs), service levels have the potential to increase under consolidation, depending on a number of factors still yet to come through the facilitated process, such as budget and staffing.

Service Comparison

Service	Offered by SNOCOM?	Offered by SNOPAC?	Brief description of service, and any metrics on the "level of service" provided, any notable considerations with respect to consolidation
Call Intake (911 & other)	Yes	Yes	Both PSAPs process incoming calls which includes 9-1-1, 10-digit emergency and non-emergency, TTY and text-to-911 including the ability to offer translation services for voice calls. The key difference being that SNOCOM trains all staff in all three disciplines (law, fire & medical) where currently SNOPAC trains staff in law & fire and a sub-set of staff in medical. A countywide effort is underway to select an updated medical call interrogation system at which time SNOPAC will train all center staff.
Police & Fire dispatch	Yes	Yes	Both PSAPs perform Police and Fire/EMS dispatch functions. SNOCOM has two 24-

PSAP Service Comparison

1

			<p>hour police dispatch positions and one 24-hour and one 16-hour fire dispatch positions. SNOPAC has six 24-hour police dispatch and three 24-hour fire dispatch positions.</p> <p>The key difference is SNOCOM trains staff on all disciplines upon hiring. In 2015 SNOPAC adopted a similar cross-training model where staff are trained in multiple disciplines. That process is underway with the primary focus on cross-training all newly hired staff in at least two disciplines. It will take some time to cross train all 92 staff on all disciplines.</p> <p>Agencies set the service levels of the dispatch positions. SNOPAC has a budgetary mechanism which costs out service adjustments to the agency who receives the services.</p>
Public Records	Yes	Yes	Both PSAPs process public records. SNOCOM has one staff member dedicated to this function and SNOPAC has 2.5 FTE.
Law Records Administration	Yes	Yes	<p>Both PSAPs perform law enforcement records duties.</p> <p>The key difference being that SNOCOM holds records on behalf of their agencies and in doing so assume a broader set of additional responsibilities including completely managing the entry/validation/deletion process for warrants and orders of protection For SNOPAC, SCSO, Marysville and Everett have their own 24/7 Records Departments and SCSO contracts expanded services to some agencies, or agencies</p>
Search and Rescue Coordination (SAR)	No	Yes	SCSO has primary oversight of all Search and Rescue functions in the county therefore SNOPAC assumes coordination efforts.
Notification & Call Out Services	Yes	Yes	Both PSAPs perform a variety of command staff notification and specialty team call outs on behalf of agencies.
SMART 911/Rave School PANIC	No*	Yes	SNOPAC offers Smart911 to residents and has deployed the accompanying School

			Panic Button System in seven school districts in the county. SNOCOM signed contract and will be implementing soon.
TERT Resources	Yes	Yes	Both PSAPs have Telecommunicator Emergency Response Team (TERT) trained staff participating in State program which sends PSAP staff to jurisdictions during major incidents when local resources are taxed.
Tactical Dispatch	Yes	Yes	Both PSAPs have staff trained to deploy in either the DEM Communications Van or SNOPAC's response vehicle equipped to support local agencies/incidents.
Community Outreach/Education	Yes	Yes	Both PSAPs provide speaker and staff to support community meetings or events.
Expert Testimony	Yes	Yes	Both PSAP's have staff available to testify in support of agencies as technical or operational expert witnesses including testimony about the validity of 911 recordings and CAD data.
Managed Laptop Program	No	Yes	SNOPAC administers a leased mobile data computers program for a number of agencies with over 90 units currently deployed. Using public safety grade hardware, replacement warranties and a variety of other tools this program has provided a low cost technical option for agencies to ensure first responders have the technological tools necessary to complete their mission.
MyCrimeReport – Online Crime Reporting	N/A	Yes	SNOPAC has an in-house developed and administered web portal which offers the public a convenient way to submit certain non-emergent crime reports or crime tips on-line. That service was extended to any SNOPAC or SNOCOM agency which desired to participate. This replaced the need for third-party service.
System Analytics/Reporting	Yes	Yes	Both PSAPs provide consultation, training, and limited report development with member agencies. Often times we work directly with agency or consultants to provide data for complex problems. A key difference is SNOPAC agencies have access to a third-party system named

			FirstWatch which provides real-time data analysis.
GIS (Geographic Information Services)	No*	Yes	SNOPAC & SNOCOM co-administer the NWS system and in turn support each other in some functions. SNOPAC provides GIS support countywide including SNOCOM's service areas through a handshake agreement. This position is responsible for map updates, custom layers and other GIS analysis. One SNOCOM staff member has received limited training and has begun to assist as a backup.
Virtual NWS Workstations	Yes	Yes	Both PSAPs offer different remote application solutions which allow authorized users access to NWS applications without requiring IT resources to install, update and support local installs.
Advanced Technical Resources	Yes	Yes	Both PSAPs provide a suite of advanced technical services including secure data center co-location, internet services and 24/7 support, oversight and administration of public safety grade wired and wireless systems and an Enterprise Resource Plan (ERP) solution.
Human Resources	Yes	Yes	Both PSAPs perform various HR functions. The key difference is SNOPAC has two PHR (Professional Human Resource) certified staff. PHR certification ensures staff have a mastery of the technical and operational aspects of HR practices and U.S. laws and regulations.
Finance/Accounting/Payroll	No	Yes	SNOCOM contracts with Mountlake Terrace for finance services (checks, deposits). Payroll is managed internally with a third-party service. SNOPAC performs functions internally and employs a PFO (Professional Finance Officer), a CPA (certified public accountant) and a Finance Coordinator.
NWS System Administration	Yes	Yes	Both PSAPs provide system consultation which allows agencies to use complex and critical systems like NWS fire response lists (FRL). Many configurations are highly complex and require a level of

			understanding and sophistication which might prevent some agencies from effectively using NWS.
NWS System Manager	Yes	No	SNOPAC & SNOCOM co-administer the NWS system and in turn support each other in some functions. SNOCOM has assigned an Operations Manager to manage the NWS project countywide including SNOPAC's agencies. This position supports the JPACC Coordination committee, serves as project liaison between New World and SNOCOM/SNOPAC, facilitates communications between key project representatives around the County, etc. These functions are shared between PSAPs through a handshake agreement.
Legal Services	No	No	Both PSAPs utilize outside legal counsel.
Pass-Thru Costs	Yes	Yes	Both PSAPs act as contract holders on behalf of agencies to leverage economies of scale. NWS, Locution, ESO, RadiolP as examples.

Performance Metrics

NENA 911 Call Answer Standards	Both PSAPs strive to achieve NENA standard for call answer, and both achieve the standard most days. A major event which floods a PSAP can result in missing a day which is a reality every PSAP faces. The standard says: Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary 00-001). Ninety-five (95%) of all 9-1-1 calls should be answered within twenty (20) seconds.
Emergency Incident Dispatch Performance	NENA does not have an equivalent standard for call dispatch, however both PSAPs strive for high standards for dispatching emergency calls quickly. SNOCOM passed Board Resolution 2005-02 which basically provides a goal to dispatch 95% of certain fire and emergency service calls within 60 seconds from receipt to dispatch. SNOPAC uses the NFPA 12-21 as a guideline with the key components being 80% of emergency alarm processing in 60 seconds, 95% in 106 seconds; and for certain types of calls (EMD, language translation, TTY, etc.) emergency alarm processing 90% in 90 seconds and 99% in 120 seconds.

SNOCOM-SNOPAC Consolidation Discussions Project

Joint Task Force Mission, Process, Membership and Timeline

Unanimously recommended by the Joint Task Force, June 24, 2016

Approved by SNOCOM Board July 20, 2016

Approved by SNOPAC Board July 21, 2016

A. Mission: The mission of the Joint Task Force is to evaluate and develop information and materials necessary to allow the SNOCOM and SNOPAC Boards, and their member agencies, to make a decision as to whether SNOCOM and SNOPAC should consolidate in some manner. The Joint Task Force is advisory to the Boards of SNOCOM, SNOPAC and SERS.

B. Process:

1. The Joint Task Force (JTF) will accomplish its mission by developing and bringing forward a series of work products to the SNOCOM and SNOPAC Boards (collectively, "the Boards") for review, input, and adoption.
2. JTF Work products will be circulated in advance to Board members, and Boards will be asked to approve or request changes to a work product at the Board meeting where the work product is first presented.
3. A Board may determine they need additional time to deliberate on a work product rather than approve it, and if so, the JTF will shift its work plan so as to not delay the schedule any further than necessary. A Board choosing to deliberate on a work product will make every effort to conclude its deliberations by the end of its next regularly scheduled meeting.
4. Whenever Boards have input/request changes to JTF products, the JTF will make revisions to address that input and bring the revised work product back up to the Boards as soon as practicable for their approval.
5. If Boards have conflicting input, the JTF will seek to reconcile that in the revised work product, however, if the JTF (or either Board) observes an irreconcilable conflict in input, it will ask for a Joint Board deliberation and direction on the matter. Both Boards must approve a work product for it to be considered approved.

6. Work products will also be shared with the SERS Board which may or may not decide to offer comment. SERS comments are advisory to the Boards and the JTF.
7. After completion of each phase of work, each Board (SNOCOM and SNOPAC) will be asked to vote on whether it wishes to proceed to the next phase. The SERS Board will also be invited to offer advisory feedback after each phase. Work on the project will end if either the SNOCOM or SNOPAC Board votes not to proceed further at the end of any phase of work.
8. The JTF will keep the SNOCOM, SNOPAC and SERS Boards and employees informed of its work throughout the process.

C. Timeline: The JTF will seek to conclude its work by the end of January of 2017, as generally outlined on the attached Scope and Purpose Statement (**Attachment A**), after which time the individual member agencies and the Boards will individually deliberate on whether to proceed with the consolidation option.

D. Membership: The JTF members include: 3 representative from the SNOCOM Board and 3 members from the SNOPAC Board. In addition, for this phase of work, there are 3 *ex officio* non-voting representative from SERS. (A list of members and the staff support team is set forth at **Attachment B**).

1. **Chairs:** Roy Waugh will serve as Chair of the Joint Task Force, and Bob Colinas will serve as Vice-Chair. The Chair and Vice-Chair will review and approve agendas in advance of meetings. The Chair will preside over the meetings; the Vice-Chair will preside over the meeting in the absence of the Chair.
2. **Resignation and Appointment of Replacement Members.** Any member of the JTF may resign, and such resignation shall be effective upon submitting written notice to the JTF Chair and his/her respective Agency Board Chair. The Agency Board Chair shall take prompt action to appoint a replacement member.

E. JTF Decision Making:

1. **Votes.** Each member of the JTF has one vote, excepting that SERS members are non-voting.
2. **Routine Items.** Routine actions of the JTF will be confirmed by the vote of a majority of the voting members of the JTF.
3. **Work Products.** When deciding on a recommendation or recommendations to forward to the SNOPAC and SNOCOM Boards the JTF will strive to reach a consensus, defined as approval from not less than two-thirds of the JTF members from both SNOCOM and SNOPAC.
 - a. Wherever appropriate, the JTF will identify options before making a recommendation to the SNOPAC and SNOCOM Boards, and any recommendations to the Boards will include a summary of the options considered.
 - b. If the JTF is unable to reach a consensus level of support for a proposed recommendation, then that item may still be forwarded to the Boards as a recommendation if 50% or more of the JTF members present from both SNOCOM and SNOPAC vote in support of the item.
 - c. If the Joint Task Force is unable to reach support of 50% or more from both SNOCOM and SNOPAC members present on an proposed recommendation, then the proposal recommendation shall either be:
 - i. deferred to discussion and resolution at the next JTF meeting, **or**
 - ii. Forwarded for consideration by the SNOCOM and SNOPAC Boards with the notation that the Joint Task Force was unable to reach a recommendation on the option(s) under consideration.

d. Recommendations to the Boards will note the level of support from the Joint Task Force (consensus, recommendation, or no recommendation).

4. **Staff support for Task Force:** Staff support will be provided by the Executive Directors of SNOCOM and SNOPAC and independent facilitator. Both agencies acknowledge that additional consultant support may be necessary to develop all the information sought over the course of this effort.

5. **2017 Funding:** SNOPAC and SNOCOM will confer as to an estimated amount of funds required to carry the consolidation discussions through 2017, assuming a decision is made to proceed with consolidation, and each agency will strive to include such funding in its approved 2017 budget.

F. Approval and Amendment of this document: This document shall be approved by vote of both the SNOCOM and SNOPAC Boards and any amendments to this document must also be approved by vote of both Boards, provided that the JTF has authority to adjust the schedule and topics for its work, within the overall project timeline.

Approved:

SNOCOM

SNOPAC

/s/

/s/

Board Chair

Board Chair

Date: June 20, 2016

Date: June 21, 2016

Attachment A

SNOCOM-SNOPAC Consolidation Discussions Project

SCOPE and PURPOSE STATEMENT

The purpose of the SNOCOM-SNOPAC Consolidation Discussions Project is to develop:

- (1) A 10-year baseline *pro forma* (status quo projection, outlining, services, staffing, cost estimates); *and*
- (2) A preferred plan and approach for consolidating SNOCOM and SNOPAC, including a defined scope of services, projected service levels, governance, funding structure and cost allocation, and consolidation transition plan, and 10-year *pro-forma* statement.

These options should be developed at a sufficient level of detail so as to allow SNOCOM and SNOPAC Boards and member agencies to make an informed decision whether to implement the preferred consolidation plan.

Any proposed consolidation plan will include assumptions that:

- Service levels in a consolidated approach should be the same or better than that which can be provided by the two agencies separately.
- Employee layoffs will not be proposed as part of the transition and start-up of the consolidated approach.
- If a decision is made to consolidate SNOCOM and SNOPAC, work will then begin to study whether and how SERS should be consolidated into the new agency. (Note: No assumption is made at this time as to whether to include SERS costs in the “status quo” and “consolidated option” deliverables described above, or the timeline on which SERS consolidation would be implemented if approved.)
- Project progress will be communicated regularly and transparently to all Board members/agencies, client agencies and employees.

The **main deliverables** for the Joint Task Force in support of the Project are anticipated to be as listed below (subject to change).

Phase 1: June - July

Consolidation Project Purpose and Scope Statement

Mission statement for Joint Task Force

Report from Facilitator of Themes from Joint Task Force and Board Interviews

Decision-making process for Task Force & Boards

Statement of Values and Principles for consolidation

Communications Plan

Components of Baseline Scenario

Call transfers— agreement on facts, impacts and options for resolution

Scope of Services options

Phase 2: *August - September*

Scope of Services – preferred options

Governance Framework—options and key questions

Recommendation for Choice of Legal Entity of a consolidated agency

Assessment Formula components and rationale

Facilities options, including redundancy

Phase 3: *–October-November*

Governance Agreement Outline

Assessment Formula

Proposed Organization Structure & facilities options and cost implications, underlying organizational charts

Phase 4: *December - January*

Pro Forma operating budgets—status quo & preferred consolidation option

Transition plan, timeline and budget

Draft interlocal agreement

Assessment formulas final

Briefing materials for Boards, member agencies

Q1 2017: Board & Member Agency review and decision

Q2 2017: If the Agencies vote to proceed with consolidation, work will begin at this point to discuss SERS consolidation into the Agency (timeline, cost, etc. TBD).

January 2018: Earliest date for operational consolidation of SNOCOM and SNO PAC

Attachment B: Joint Task Force Members and Support Team

SNOCOM
Bob Colinas, SNOCOM Board Vice-President, Mayor, City of Brier (Vice Chair of Joint Task Force)
Brad Reading, SNOCOM Board Alternate, Interim Fire Chief, FD#1
Bryan Stanifer, SNOCOM Board Alternate, Interim Police Chief, City of Lynnwood
SNOPAC
Steve Guptill, SNOPAC Board Chair, Assistant Fire Chief, City of Monroe
Rick Smith, SNOPAC Board, Police Chief, City of Marysville
Roy Waugh, SNOPAC Board, Commissioner, FD #7, (Chair of Joint Task Force)
SERS (Non-Voting)
Al Compaan, SERS Board Alternate, Police Chief, City of Edmonds
Jon Nehring, SERS Board President, Mayor, City of Marysville
Jon (Wiz) Wiswell, Interim Executive Director, SERS
JTF Support Team:
Terry Peterson, Executive Director, SNOCOM
Kurt Mills, Executive Director, SNOPAC
Karen Reed, Karen Reed Consulting, Facilitator

SNOCOM-SNOPAC Consolidation Discussion Project

Statement of Shared Values and Principles

Unanimously recommended by the Joint Task Force, June 24, 2016

Approved by SNOCOM Board, July 20, 2016

Approved by SNOPAC Board, July 21, 2016

The SNOCOM and SNOPAC Boards endorse the following statement of shared values and principles for the operation of a public safety communications center—whether in the form of today’s two separate agencies, or with respect to the possibility of a future consolidated, single regional communications center serving all of Snohomish County.

Values and Principals are not presented in rank order of priority.

Our Shared Values Include:

1. **Providing high quality service to citizens and first responders.** We seek to meet all regional and national standards in the delivery of public safety communications services as adopted by the Board of our agency.
2. **Making data-driven decisions.** We take strategic action based on the facts after a thorough and objective analysis of the issues.
3. **Being an effective and efficient steward of public funds.**
4. **Participatory Governance.** All participating agencies should have a meaningful voice in the operating decisions of the Agency. We make decisions by consensus whenever possible.
5. **Promoting interagency collaboration, communication and strong working relationships.** We seek to act in the collective best interests of all our public safety partners, not just those served by our Agency. We are open and honest with each other.
6. **Continuous Improvement.** We are committed to continuously tracking changes in customer and public needs and the public safety environment and finding and implementing ways to better meet those needs.

Our Shared Operating Principles Include:

- A. We strive to operate nimbly, with the ability to make decisions and respond quickly when necessary.
- B. We seek to develop unified public safety communications policies countywide.

- C. We seek to understand and address the unique needs of Police and Fire agencies, as well as the disparate needs of small and large agencies. We strive to address these needs equitably in all operating and financial decisions.
- D. We work to attract and retain high quality staff.
- E. We strive to employ rigorous quality control and reporting practices.
- F. We manage agency budgets to control or reduce costs.
- G. We seek to limit spikes in user fees from year to year, by use of planning capital investments over time, developing reserves and other means.
- H. We adopt policies, fees and charges that encourage effective and efficient use of agency resources by both member agencies and others using our system.
- I. We strive to deploy operating systems and practices that will support interoperability between dispatch operations across the county for the benefit of all public safety agencies.
- J. We seek to ensure each of our call takers is able to handle all types of calls: police, fire, and medical.
- K. We strive to be transparent and accessible to our customer agencies and the public.



Agenda Item # C
Meeting Date: **April 11, 2017**

CITY COUNCIL AGENDA SUMMARY
City of Mill Creek, Washington

AGENDA ITEM: PUBLIC RECORDS ACT/PUBLIC MEETINGS ACT LEGAL UPDATE

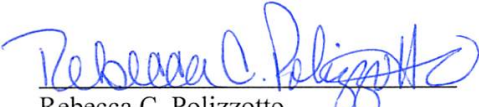
PROPOSED MOTION: Not Applicable

KEY FACTS AND INFORMATION SUMMARY:
The City Attorney will provide an updated overview of current law governing the Public Records Act and the Public Meetings Act.

CITY MANAGER RECOMMENDATION: Not applicable

- ATTACHMENTS:**
- Power Point Presentation

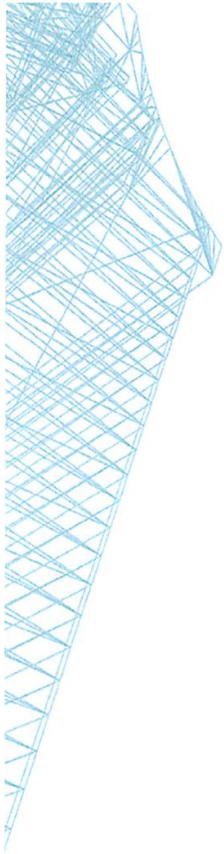
Respectfully Submitted:


Rebecca C. Polizzotto
City Manager

SUNSHINE LAWS

Transparency in Governance

Open Public Meetings
and
Public Records



THE OPEN PUBLIC MEETINGS ACT

RCW Chapter 42.30

1971 initiative

Broad Purpose and Scope

All public commissions, boards, councils, committees, subcommittees, departments, divisions, offices, and all other public agencies of this state and subdivisions thereof

Exist to aid conduct of the people's business

Intent of this chapter that their actions be taken openly and that their deliberations be conducted openly

RCW 42.30.010



OPEN PUBLIC MEETINGS ACT

Basic OPMA Components

Open meetings required

Basic requirements for meetings

Executive sessions allowed

Limited purposes

Meeting control

Dates; events; conduct

Expulsion participants

Penalties for violation

Exemptions



OPEN MEETINGS REQUIRED

Meeting Requirements

All meetings of the governing body of a public agency

Shall be open and public

All persons shall be permitted to attend any meeting of the governing body of a public agency, except as otherwise provided in this chapter.

RCW 42.30.030



WHO IS COVERED?

Multi-Member Boards For Sure

City Council

Planning Commission

Civil Service Commission

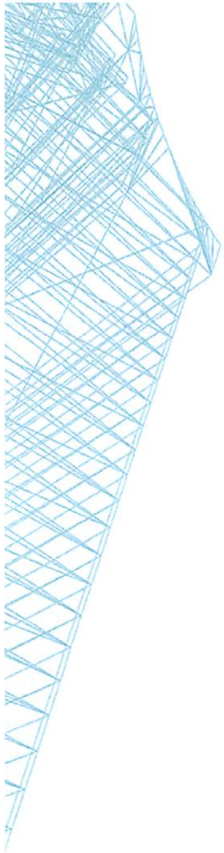
Board of Adjustment

Maybe Others

Library Boards

Park Boards

Council Committees



WHAT CONSTITUTES A MEETING?

County/City Councils & Planning Comm'ns

Quorum + Action

"Action" means the transaction of the official business of a public agency by a governing body including but not limited to receipt of public testimony, deliberations, discussions, considerations, reviews, evaluations, and final actions.

"Final action" means a collective positive or negative decision, or an actual vote by a majority of the members of a governing body when sitting as a body or entity, upon a motion, proposal, resolution, order, or ordinance.

WHAT CONSTITUTES A MEETING?

Committees, When They

Hold hearings

Take public comment

Make decisions





IMPROPER MEETINGS

OPMA Problems

No “cooked decisions”

No vote trading

No decisions outside of public meetings

Serial phone calls

Serial/reply-all emails

Texting and messaging

Personal computers and phones



COMMON EXECUTIVE SESSIONS

Personnel

Review charges and performance

Litigation and Legal Advice

Ongoing and potential cases/threats
Potential financial harm

Real Estate

If public discussion will affect price



COUNCIL CONTROL OF MEETINGS

Agenda

Time Limits

Roberts Rules

Options When Problems Arise

Recess meeting

Adjourn meeting

Remove offenders

Adjourn to a new location/time



TYPES OF PUBLIC MEETINGS

Regular Meetings

Scheduled by code

Special Meetings

24 hours notice

Adjourned Meetings

Post notice
“Regular” in all other respects



OPMA PENALTIES

Violation by Member

Knowing violation

\$500 fine – first offense

\$1000 fine – subsequent violations

Violation by Agency

Actions at illegal meetings = null and void

Pay attorney fees

[Redo action at legal meeting]

RCW 42.30.120 (2016)



THE PUBLIC RECORDS ACT

RCW Chapter 42.56

1972 initiative

Model rules at WAC 44-14

Goals

Transparent government

Accessible documents

Liberally construed

What It Actually Means

Every document

In the possession of any government agency

May be inspected and copied

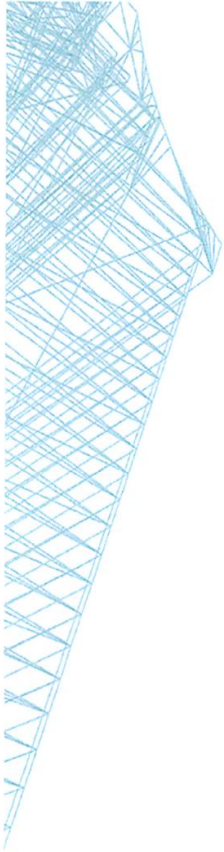


KEY PRA PRINCIPLES

What is a “Public Record”?

1. A “writing”
2. Related to conduct of government or performance of government functions that is
3. Prepared, owned, used, or retained by an agency or agency employee within scope of employment

Let’s look at how those are applied.....

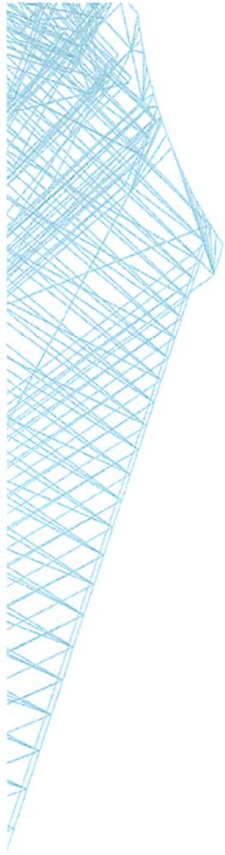


KEY PRA PRINCIPLES

Record is Broadly Defined

(1) “Writing” means literally anything.....

- “**Writing** means handwriting, typewriting, printing, photostating, photographing, and every other means of recording any form of communication or representation including, but not limited to, letters, words, pictures, sounds, or symbols, or combination thereof, and all papers, maps, magnetic or paper tapes, photographic films and prints, motion picture, film and video recordings, magnetic or punched cards, discs, drums, diskettes, sound recordings, and other documents including existing data compilations from which information may be obtained or translated.”
- Text messages, emails, typed documents, handwritten documents

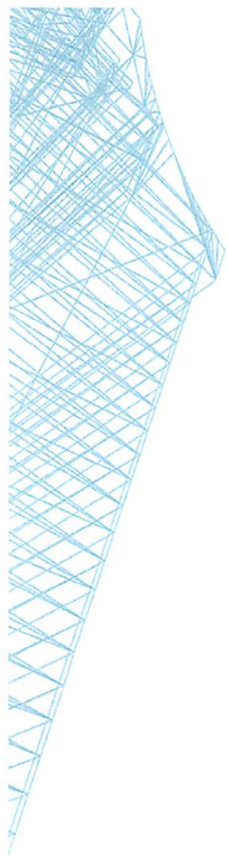


KEY PRA PRINCIPLES

Record is Broadly Defined

(2) Relating to government

- “Containing information relating to the conduct of government or the performance of any governmental or proprietary function prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics.” – RCW 42.56.010(3)
- Records may sufficiently relate to government so as to qualify as public records if they “contain any information that refers to or impacts the actions, processes, and functions of government.” – *Nissen v. Pierce Cnty.*, 183 Wn.2d 863 (2015)



KEY PRA PRINCIPLES

Record is Broadly Defined

(3) Prepared, Used, Retained by Agency

- “Writing containing information relating to the conduct of government or the performance of any governmental or proprietary function **prepared, owned, used, or retained by any state or local agency** regardless of physical form or characteristics.” – RCW 42.56.010(3)
- Record is subject to disclosure if it is a “record that an agency employee prepares, owns, uses or retains in the scope of employment.” – *Nissen v. Pierce Cnty.*, 183 Wn.2d 863 (2015)
- A record is within the scope of employment only when (a) the job requires it, (b) the employer directs it, or (c) it furthers the employer’s interests – *Nissen v. Pierce Cnty.* (2015)



KEY PRA PRINCIPLES

Content (not Form) Matters

- Must relate to government conduct
- Form and location do not matter (personal computer, email, phone)
- Work related text msgs on employee personal cell phone subject to PRA
Nissen v. Pierce Cnty. (2015)
- Work related emails on personal email account subject to PRA
West v. Vermillion (2016)



KEY PRA PRINCIPLES

Timely Response Essential

Within 5 days of receiving disclosure request, City must.....

Provide the record

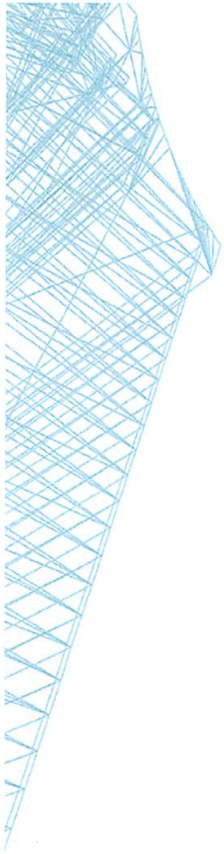
Provide internet address + website link

Acknowledge receipt + provide **reasonable** time estimate

Deny request

Record Retention & Schedules

Helpful to limit universe of records



KEY PRA PRINCIPLES

Privileged Information May be Redacted

Strictly construed

Minimum necessary

Privilege log required

Good Faith Safe Harbor

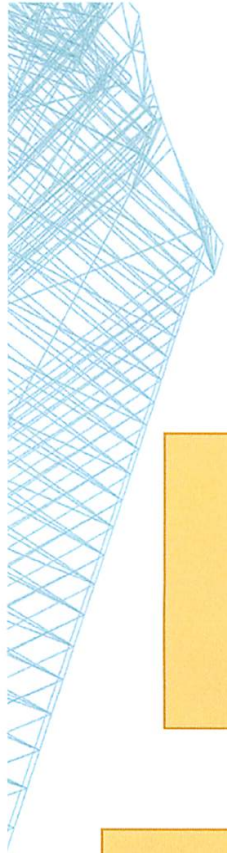
No liability if good faith action to comply

Attorneys Fees & Penalties

Daily fines up to \$100 + attorney fees

Big \$\$ at stake

PUBLIC RECORDS ACT



Emails, texts, photos

Pre-litigation
discovery

Personal
Electronic
Devices

Common
PRA
Production
Issues

Surreptitious
business use

Serial requests

Duplicate requests
(consistency)



AND WE'RE DONE!

Questions?

Scott Missall
Short Cressman & Burgess PLLC
206.682.3333
smissall@scblaw.com



Date: April 11, 2017

A/P Check Batches		
Dated	Check Numbers	Amount
03/28/2017	EFT Debit-DOR Sales Tax	\$1,534.15
03/31/2017	56760-56816	\$150,644.23
Total		\$152,178.38

Voided Checks	
Numbers	Explanation

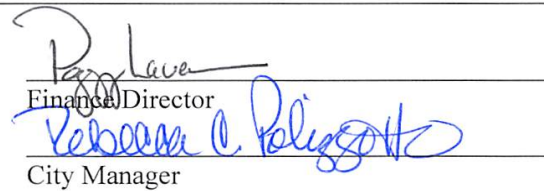
CLAIMS APPROVAL

We, the undersigned Finance/Audit Committee of the City of Mill Creek, recommend approval of check numbers 56760 through 56816, and EFT Debit in the amount of \$152,178.38.

We recommend approval of the above stated amount with the following exceptions:

Councilmember

Councilmember




Finance Director

City Manager

F:\DATA\EXECUTIVE\WP\FORMS\FIN\Voucher Approval1.doc

3/24/2017

Combined Excise Tax Return

 Electronic Filing – Washington State	E-file Time: 2:45 PM help ?
My Account Home Account(s) Account Activity List Server Suggestions Logout	

CITY OF MILL CREEK 600-598-011

Confirmation

Confirmation Number	20321394
Tax Registration Number	600598011
Reporting Period	02/2017
Payment Type	EFT Debit
Date and Time Submitted	3/24/2017 2:45:06 PM
Date of Transfer	03/28/2017
Payment Amount	1,534.15
Person Completing Return	Sandy Kottke
Person Authorizing Payment	Sandy Kottke

Your return and payment have been submitted. For easy reference, print this page and retain it with your tax records.

Return to Account List	Print Confirmation
View Printable Return	

Confirmation

**For Assistance Call:
1-877-345-3353**

Accounts Payable

Checks by Date - Detail by Check Date

User: Jodieg
 Printed: 4/7/2017 10:25 AM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
56760	ALEXPRCO 50242	Alexander Printing Company Inc 500 - 2 Part-NCR Public Defender Applications	03/31/2017		177.39
Total for Check Number 56760:				0.00	177.39
56761	ALLGUARD	All Guard Security Systems Inc	03/31/2017		
	23995	Monitoring Cellular Chgs-City Hall South-3/1-3,			25.00
	23996	Monitoring Cellular Chgs-City Hall North-3/1-3,			55.00
	23997	Monitoring Cellular Chgs-MC Library-3/1-3/31			25.00
	24092	2nd Qtr Monitoring Chgs - Cook House 4/01-6/3			75.00
	24093	2nd Qtr Monitoring/Cellular Chgs-City Hall Sou			159.00
	24094	2nd Qtr Monitoring/Cellular Chgs-Library-4/1-6			159.00
	24095	2nd Qtr Monitoring/Cellular Chgs 4/01-6/30			114.00
	24096	2nd Qtr Monitoring/Cellular Chgs-City Hall Nor			165.00
Total for Check Number 56761:				0.00	777.00
56762	HUMEA 03/11/17 03/11/17A	Allen Hume Ph.D., C.D.P. Pre-employment Psychological Evaluation-T Eik Pre-employment Psychological Evaluation-R Fei	03/31/2017		650.00 650.00
Total for Check Number 56762:				0.00	1,300.00
56763	ARTSANDN March 2017	Artistic Sandblasting NW Engraving-13 Names-VM Columns	03/31/2017		1,079.00
Total for Check Number 56763:				0.00	1,079.00
56764	BANKCARE	Bank of America	03/31/2017		
	1	Return 2017 Day Runner			-20.87
	10	Deconstructing Labor Agreement-New Supervis			89.00
	11	Sensor Cloud Wireless Monitoring Plan 2/10-03/			9.95
	12	LE Targets-Firearms Training			85.78
	12A	Use Tax-LE Targets-Firearms Training			-7.73
	13	Supplies-Welcom Basket-Kamal Mahmoud			26.97
	14	15Yr Service Award Pen-M Chew			56.00
	15	Keurig - Coffee Maker Lunchroom			185.42
	16	Evidence Needs-Case #2017-2264			19.72
	17	Involved Party Food-Case #2017-2264			19.06
	18	Coffee-Case #2017-2264			9.89
	19	Evidence Needs-Case #2017-2264			23.05
	2	ACCIS Membership-J Busch			75.00
	20	Tissue/Fingernail Clipper Case# 2017-2264			4.81
	21	Suspect Meal- Case# 2017-2264			2.62
	22	Donuts-Chief Elwin's 1 Yr Anniversary			49.98
	23	Fujitsu ScanSnap Scanner			472.56
	23A	Use Tax-Fujitsu ScanSnap Scanner			-42.57
	24	2 - 19" Privacy Filter Screens-Deputy City Clerk			81.11
	24A	Use Tax-2 - 19" Privacy Filter Screens-Deputy C			-7.31
	25	MyBuildingPermit.com Monthly Fee			59.95

AGENDA ITEM #D.

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
26		4 Yr Errors & Omissions Insurance-J Lee			40.00
27		Airfare-NPELRA Academy 3-R Polizzotto			171.40
27A		Airfare-NPELRA Academy 3-L Orlando			171.40
27B		Airfare-NPELRA Academy 3-P Lauerman			171.40
28		OtterBox Defender iPhone 6 Case-Kamal			30.76
3		Standard UCC SSL Up to 5 Renewal			149.99
4		Day Runner/monthly Planner, Day Runner 2016			26.97
5		DayRunner, Stack Trays, Desk Organizer			106.53
6		Pressboard Classification Folders-Police Pre-Em			28.77
7		Large 2017 Dry Erase Wall Calendar, Office Sup			35.19
7A		UT-Large 2017 Dry Erase Wall Calendar, Office			-3.17
8		2017 WSSO Conf-M Schuemeyer			260.00
9		Rain Cover Camera Protector-Investigations			10.98
9A		Use Tax-Rain Cover Camera Protector-Investiga			-0.99
Total for Check Number 56764:				0.00	2,391.62
56765	BANKCR13	Business Card Bank of America	03/31/2017		
	1	Frames & Poster Mounting City Map & Guiding			181.66
	2	5 Standard License Downloads-Recreation Guid			49.00
Total for Check Number 56765:				0.00	230.66
56766	BICKFORD 822025	Bickford Ford Replaced Solenoid, LOF-Car #39	03/31/2017		184.79
Total for Check Number 56766:				0.00	184.79
56767	BANKCR20	Business Card	03/31/2017		
	1	Sign Shelf PW Shop			22.43
	10	6 bags Concrete Mix-NC Trail Project			36.07
	11	Hardware-Streets			44.93
	12	Supplies-Parks			28.22
	13	Supplies-City Hall Remodel-PD			40.57
	14	Parts-PD Holding Cells/Toilets			233.36
	14A	Use Tax - Parts PD Holding Cells/Toilets			-21.02
	15	6 Bags Concrete Mix-NC Trail Project			29.01
	2	Bucket/Rake Leaf-PW			27.39
	2A	Conduit-Sign Shelf			37.75
	3	Snap-In Screws			1.43
	4	Zip Lock Storage Bags-Store X-Mas Lights			19.42
	5	Hardware-Parks			59.53
	5A	Plywood/Spray Bottles-MCSP			148.12
	6	Misc Hardware			50.74
	7	Materials-North Creek Trail Signs			5.01
	8	Screwdriver Sets/Crimping Pliers			66.14
	8A	Materials NC Trail Project			55.31
	9	Materials NC Trail Project			29.86
Total for Check Number 56767:				0.00	914.01
56768	CHIEFSU 470511 470511A 473097 473097A	Chief/Law Enforcement Supply 20 - 3V CR123A Lithium Batteries Use Tax - 20 - 3V CR123A Lithium Batteries 4 - 24Pk AA Batteries-PD Use Tax - 4 - 24Pk AA Batteries-PD	03/31/2017		51.09 -4.60 49.46 -4.46
Total for Check Number 56768:				0.00	91.49
56769	CBALDDES 3/28	Christopher Baldwin Design PowerPoint Templates & Letterhead Design	03/31/2017		600.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
			Total for Check Number 56769:	0.00	600.00
56770	CINTAS 460775310 460775310A 460799464 460799464A 460835876 460835876A	Cintas Corporation Loc. #460 Floor Mat Service 01/06 Floor Mat Service 01/06 Floor Mat Service 02/03 Floor Mat Service 02/03 Floor Mat Service 03/17 Floor Mat Service 03/17	03/31/2017		64.72 38.01 64.72 38.01 64.72 38.01
			Total for Check Number 56770:	0.00	308.19
56771	CIVICPLS 162986 163610	CivicPlus Annual Fee Renewal (Hosting & Support)/CRT 1 5 Additional CRT User Licenses	03/31/2017		6,460.50 565.44
			Total for Check Number 56771:	0.00	7,025.94
56772	COMCAST 0457011 0724345	Comcast High Speed Internet Fee 03/18-04/17 Internet for ITS 3/14-4/13	03/31/2017		191.33 105.83
			Total for Check Number 56772:	0.00	297.16
56773	COPIETC AR22318	Copiers Etcetera, Inc. Repair & Maint - Copy Machines - Mar	03/31/2017		1,217.59
			Total for Check Number 56773:	0.00	1,217.59
56774	ELLITIRE 077734	Elliott Tire & Service Inc LOF, Replace Wiper Blades-Car #42	03/31/2017		223.72
			Total for Check Number 56774:	0.00	223.72
56775	GRTFLRS 742180-R	Great Floors LLC 5% Retainage-Supply & Install Carpet-City Hall	03/31/2017		1,651.96
			Total for Check Number 56775:	0.00	1,651.96
56776	HARBHOMI B2017-0049	Harbour Homes LLC Refund Cancelled Building Permit B2017-0049	03/31/2017		2,178.44
			Total for Check Number 56776:	0.00	2,178.44
56777	INTSTBAT 1905701038033	Interstate All Battery Center Battery-School Zone Light	03/31/2017		51.61
			Total for Check Number 56777:	0.00	51.61
56778	WSCJTC 201127933	Wa State Criminal Justice Training Commis Blue Courage Training 2/15-Conner,Saga,Schue	03/31/2017		210.00
			Total for Check Number 56778:	0.00	210.00
56779	KCDA 300138933	KCDA Purchasing Cooperative General Office Supplies	03/31/2017		32.07
			Total for Check Number 56779:	0.00	32.07
56780	KETCHMFG INV136017	Ketchum Mfg Co., Inc. 200-#164 Heart Animal Licenses w "O" Rings	03/31/2017		145.25

AGENDA ITEM #D.

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
			Total for Check Number 56780:	0.00	145.25
56781	SHURKLEN 385 385A 387	Kramer Enterprises, LLC Police Vehicles Washes July-Oct Staff Car Vehicles Washes July-Oct Police Vehicles Washes Nov-Jan	03/31/2017		460.05 50.00 180.02
			Total for Check Number 56781:	0.00	690.07
56782	KROESENS 42955 43021	Kroesen's Uniform Company 3 L/S Polo/3 Pr Cargo Pants-T Bridgeman 5- SB-2 Bar Car Sliders/3 Bar Cab Sliders	03/31/2017		281.34 64.62
			Total for Check Number 56782:	0.00	345.96
56783	MCFAMPR 180468	Mill Creek Family Practice Pre-Employment Physical-T Eikenberry	03/31/2017		444.00
			Total for Check Number 56783:	0.00	444.00
56784	MORRIERP 3/27	Paul Morrier Desk, Cabinet, Bookcase-Acting PW Director	03/31/2017		1,085.56
			Total for Check Number 56784:	0.00	1,085.56
56785	GFOA 300215876	Government Finance Officers Association GFOA Annual Membership-R Polizzotto	03/31/2017		190.00
			Total for Check Number 56785:	0.00	190.00
56786	PIGSKIN 2017-12	Pigskin Uniforms 10 PD Uniform Jumpsuits	03/31/2017		6,013.61
			Total for Check Number 56786:	0.00	6,013.61
56787	PLANTSCP 42573E 42573E1 42573E2 42573E3 42573E4 42573E5 42575E	Plantscapes Horticultural Services Landscape Maintenance-Parks Landscape Maintenance-City Hall South Landscape Maintenance-City Hall North Landscape Maintenance-R/W Medians/Interior M Landscape Maintenance-Pond 6 Landscape Maintenance-Library Landscape Maintenance-Ditches/Ponds	03/31/2017		4,522.88 249.26 104.42 1,150.81 67.36 248.00 944.22
			Total for Check Number 56787:	0.00	7,286.95
56788	PLATT L585340 L586234 L586277 L591825	Platt Electric Supply, Inc 14-12PK Street Lights/1 Ballast Replace Bad Exterior Lights-City Hall North Replace Bad Exterior Light North Wall-City Hal 6-12PK Street Lights	03/31/2017		121.05 250.61 107.93 40.25
			Total for Check Number 56788:	0.00	519.84
56789	POSTNET 03292017	PostNet 25 Copies-2017-2018 Biennial Budget	03/31/2017		1,742.43
			Total for Check Number 56789:	0.00	1,742.43
56790	PROFORCE 305456	ProForce Law Enforcement Night Stick Scenc Light Kit	03/31/2017		436.57

AGENDA ITEM #D.

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
			Total for Check Number 56790:	0.00	1,436.57
56791	SNOCPUD	PUD No. 1 of Snohomish County	03/31/2017		
	2001-0143-4	Speed Radar Sign SHR 2/11-3/10			14.84
	2001-5445-8	2720 Seattle Hill Rd 2/11-3/10			14.84
	2013-5396-8	City Hall South 2/08-3/08			1,359.05
	2019-4860-1	13903 N Creek Dr 2/16-3/17			801.00
	2022-1236-1	928 Dumas Rd 2/17-3/17			120.45
	2022-3010-8	1900 164th St SE 2/10-3/10			22.91
	2024-6104-2	Pine Meadow Park 02/11-03/10			90.59
	2026-6749-9	Signal 02/11-03/13			35.31
	2026-9300-8	15720 Main St 2/16-3/17			1,930.99
	2028-5205-9	15720 Main St Unit B 2/16-3/17			316.20
	2029-2633-3	Hillside Park 1/29-2/28			16.43
	2029-5905-2	4842 SAC 2/09-3/09			68.12
	2030-2812-1	4560 SAC 02/03-03/08			66.15
	2033-4808-1	148th & 35th Signal 2/10-3/10			62.59
	2033-8815-2	15429 Bothell Everett Hwy 2/09-3/09			22.56
	2207-6351-0	13332 44th Ave SE 2/03-3/07			71.94
			Total for Check Number 56791:	0.00	5,013.97
56792	PUGETSO	Puget Sound Energy	03/31/2017		
	200004765331	15720 Main Street 02/27-03/20			466.42
	200004765463	15728 Main Street 02/27-03/20			894.52
			Total for Check Number 56792:	0.00	1,360.94
56793	PITNEYW	Purchase Power	03/31/2017		
	800090000046343	Postage-Refill Postage Machine			2,000.00
			Total for Check Number 56793:	0.00	2,000.00
56794	SHANWILS	Shannon & Wilson Inc	03/31/2017		
	96146	Geotechnical Engineering-Solve Soggy Sod Issu			4,584.25
			Total for Check Number 56794:	0.00	4,584.25
56795	SNOCOSHO	Snohomish County Sheriff's Office	03/31/2017		
	1000432152	Range Use - 10 Hours 2/08			580.00
			Total for Check Number 56795:	0.00	580.00
56796	SHORTCR	Short Cressman & Burgess PLLC	03/31/2017		
	492778	Prof Legal Services-CED-Feb			3,379.00
	492779	Prof Legal Services-Engr-Feb			6,939.00
	492780	Prof Legal Services-Exec-Feb			1,386.00
	492781	Prof Legal Services-P & R-Feb			744.00
	492782	Prof Legal Services-Finance-Feb			93.00
	492783	Prof Legal Services-City Clerk-Feb			353.00
	492784	Prof Legal Services-Fire Contract-Feb			13,469.00
			Total for Check Number 56796:	0.00	26,363.00
56797	SITEIMP	Siteimprove Inc	03/31/2017		
	48815	Web Governance Suite-Pro-rated Fee 04/01-12/3			3,297.00
	48815A	Use Tax-Web Governance Suite-Pro-rated Fee 04/01-12/3			-297.00
			Total for Check Number 56797:	0.00	3,000.00
56798	SNOCOC	Snohomish County Corrections	03/31/2017		

AGENDA ITEM #D.

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
	2017-3591	Jail Service Fees - January			11,915.00
	2017-3632	Jail Service Fees - February			8,823.08
					<hr/>
				Total for Check Number 56798:	0.00 20,738.08
56799	SNOCOPW I000433193 I000433194 I000433195 I000433195A	Snohomish County Public Works RR6138-Overlay Program-Feb RR7797-Aid Agreement-Snow/Ice-Feb RR7552-Dumas Rd & Park Rd-Feb RR7864-Dumas @ No Crk Dr-Feb	03/31/2017		5,342.20 45.80 188.60 188.60
					<hr/>
				Total for Check Number 56799:	0.00 5,765.20
56800	SNOCOSH1 2017-3611 2017-3657	Snohomish County Treasurer Inmate Medical Billing - January Inmate Medical Billing - February	03/31/2017		1,862.51 11.46
					<hr/>
				Total for Check Number 56800:	0.00 1,873.97
56801	SFTWRONE US-PSI-564352	SoftwareONE US Microsoft Licensing True- Order	03/31/2017		3,509.50
					<hr/>
				Total for Check Number 56801:	0.00 3,509.50
56802	SNDPUBIN EDH748526	Sound Publishing Inc Notice: North Pointe Park Public Hearing	03/31/2017		55.04
					<hr/>
				Total for Check Number 56802:	0.00 55.04
56803	SDISTCRT February 2017 February 2017A	South District Court Filing Fees SD Court - February Interpreter Costs - February	03/31/2017		5,809.18 306.24
					<hr/>
				Total for Check Number 56803:	0.00 6,115.42
56804	SUMLAW 83713	Summit Law Group Prof Serv-General Labor-AFSCME Through 2/2	03/31/2017		7,975.44
					<hr/>
				Total for Check Number 56804:	0.00 7,975.44
56805	TACSCREW 18151175	Tacoma Screw Products Inc Steel Threaded Rod/Steel Screw Nuts-Repair M	03/31/2017		10.38
					<hr/>
				Total for Check Number 56805:	0.00 10.38
56806	TCSPANNA 76544	TC Span America 5 T-Shirts/2 Sweatshirts-Kconi	03/31/2017		155.13
					<hr/>
				Total for Check Number 56806:	0.00 155.13
56807	TEKNON 2115	Teknon Electrical Work-In-Carpet Wireway-City Hall Sc	03/31/2017		8,139.08
					<hr/>
				Total for Check Number 56807:	0.00 8,139.08
56808	ADTSEC 28270981 28270981A	Tyco Integrated Security LLC Evidence Room Monitoring Chgs 4/01-06/30 Panic Button Monitoring Chgs 4/01-06/30	03/31/2017		311.71 311.72
					<hr/>
				Total for Check Number 56808:	0.00 623.43
56809	UPS 00009X8014107	United Parcel Service UPS Chgs Pakor-Return Tripod	03/31/2017		11.76

AGENDA ITEM #D.

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Void Checks	Check Amount
			Total for Check Number 56809:	0.00	11.76
56810	USIC 226111 226111A	USIC Locating Services, LLC 99 NC Locates/99 Ticket Loctes 99 NC Locates/99 Ticket Loctes	03/31/2017		1,145.93 1,145.92
			Total for Check Number 56810:	0.00	2,291.85
56811	WACE 2016/2017 Dues	W.A.C.E. 2016/2017 Annual WACE Dues-L Pigott	03/31/2017		80.00
			Total for Check Number 56811:	0.00	80.00
56812	WWGRAIN 9382798867	W.W. Grainger, Inc. 1 Case GoJo Hand Cleaning Towels-Fingerprinti	03/31/2017		162.00
			Total for Check Number 56812:	0.00	162.00
56813	WSDA 7105 75719	WA ST Dept of Agriculture 2017 Pesticide/SPI License Renewal-J Wright 2017 Pesticide/SPI License Renewal-M Harbison	03/31/2017		33.00 33.00
			Total for Check Number 56813:	0.00	66.00
56814	WASTPAT 00063193	Washington State Patrol Access User Terminal Fee - 1st Qtr	03/31/2017		600.00
			Total for Check Number 56814:	0.00	600.00
56815	ZAC&THOM 1302	Zachor & Thomas, Inc., P.S. Monthly Prosecution Legal Retainer-March	03/31/2017		8,875.95
			Total for Check Number 56815:	0.00	8,875.95
56816	ZUMAR 0187581	Zumar Industries, Inc. Various Signs-148th School Zone Crosswalks	03/31/2017		850.96
			Total for Check Number 56816:	0.00	850.96
			Total for 3/31/2017:	0.00	150,644.23
			Report Total (57 checks):	0.00	150,644.23



Date: April 11, 2017

Payroll Check Batches		
Dated	Check Numbers	Amount
03/24/2017	ACH Automatic Deposit Checks	\$144,447.75
03/24/2017	ACH Wire- FWT & Medicare Taxes	\$30,207.11
03/23/2017	ACH Wire MEBT- Wilmington Trust	\$28,889.58
03/28/2017	ACH Wire MEBT- Wilmington Trust	\$1,000.00
03/24/2017	ACH Wire- BAC- Flex Spending Acct	\$936.16
03/23/2017	ACH Wire- ICMA RC- Def. Comp	\$717.70
04/10/2017	ACH Automatic Deposit Checks	\$140,926.12
04/10/2017	ACH Wire- FWT & Medicare Taxes	\$28,194.20
Total		\$375,318.62

Voided Checks	
Numbers	Explanation

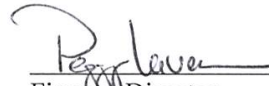
CLAIMS APPROVAL

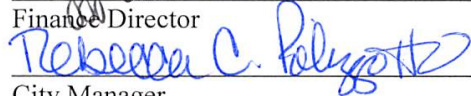
We, the undersigned Finance/Audit Committee of the City of Mill Creek, recommend approval of the ACH Automatic Deposit checks and ACH Wire Transfers in the amount of \$375,318.62.

We recommend approval of the above stated amount with the following exceptions:

Councilmember

Councilmember



Finance Director


City Manager

Statistical Summary

Statistical Summary

Company:A0W - City Of Mill Creek Service Center:0076 Pacific North West Status:Cycle Complete
 Week#:12 Pay Date:03/24/2017 P/E Date:03/15/2017
 Qtr/Year:1/2017 Run Time/Date:18:32:54 PM EDT 03/22/2017

Taxes Debited	Federal Income Tax	24,140.24	
	Earned Income Credit Advances	0.00	
	Social Security - EE	0.00	
	Social Security - ER	0.00	
	Social Security Adj - EE	0.00	
	Medicare - EE	3,033.42	
	Medicare - ER	3,033.45	
	Medicare Adj - EE	0.00	
	Medicare Surtax - EE	0.00	
	Medicare Surtax Adj - EE	0.00	
	COBRA Premium Assistance Payments	0.00	
	Federal Unemployment Tax	0.00	
	State Income Tax	0.00	
	Non Resident State Income Tax	0.00	
	State Unemployment Insurance - EE	0.00	
	State Unemployment Insurance Adj - EE	0.00	
	State Disability Insurance - EE	0.00	
	State Disability Insurance Adj - EE	0.00	
	State Unemployment/Disability Ins - ER	0.00	
	Workers' Benefit Fund Assessment - EE	0.00	
	Workers' Benefit Fund Assessment - ER	0.00	
	Local Income Tax	0.00	
School District Tax	0.00		
	Total Taxes Debited	30,207.11	
Other Transfers	Full Service Direct Deposit/Acct. No.000060104700Tran/ABA125000024	144,447.75	
	Total Amount Debited From Your Account		174,654.86
			Total Liability
			174,654.86
Bank Debits & Other Liability	Checks	0.00	
	Adjustments/Prepay/Voids	709.00	
			175,363.86
Taxes- Your Responsibility	None this payroll		
			175,363.86

Payment Approval Confirmation

Company: City of Mill Creek
Requester: Kottke, Sandy
Run Date: 03/23/2017 6:59:35 PM CDT



Domestic High Value (Wire)

Payment Category:Urgent/Wire

Status: Processing by Bank
Transaction Number: 173NJ6807PVE0T44

Template Name: WILTRUST
Template Code: WILTRUST

Debit Account Information

Debit Bank: ██████████
Debit Account: ██████████
Debit Account Name: Treas Checking
Debit Currency: USD

Beneficiary Details

Beneficiary Name: MATRIX TRUST COMPANY
Beneficiary Address: NA
Beneficiary City: NA
Beneficiary Postal Code: NA
Beneficiary Country: US - United States of America

Beneficiary Account: ██████████
Beneficiary Bank ID: ██████████
MANUFACTURERS AND TRADERS TR C
ONE M AND T PLAZA, 15TH FL
BUFFALO
US - United States of America

Beneficiary Email:
Beneficiary Mobile Number:

Payment Details

Credit Currency: USD
Credit Amount: 28,889.58

Value Date: 03/24/2017

Optional Information

Sender's Reference Number: CITY MILL CREEK

Beneficiary Information: City of Mill Creek n3177e

Additional Routing

Intermediary Bank ID:

Receiver Information:

Control Information

Input: sankotke
Approved: sankotke

Input Time: 03/23/2017 6:58:22 PM CDT
Time: 03/23/2017 6:59:18 PM CDT

Payment Details Report



Company: City of Mill Creek
Requester: Kottke, Sandy
Run Date: 03/28/2017 10:31:57 AM CDT

Domestic High Value (Wire)
Payment Category: Urgent/Wire

Status: Confirmed by Bank
Transaction Number: 173SB30046W01Z29

Template Name: WILTRUST
Template Code: WILTRUST

Debit Account Information

Debit Bank: 012500024
Debit Account: 00060104700
Debit Account Name: Treas Checking
Debit Currency: USD

Beneficiary Details

Beneficiary Name: MATRIX TRUST COMPANY
Beneficiary Address: NA
Beneficiary City: NA
Beneficiary Postal Code: NA
Beneficiary Country: US - United States of America

Beneficiary Account: 0252974595
Beneficiary Bank ID: 022000040
MANUFACTURERS AND TRADERS TR C
ONE M AND T PLAZA, 15TH FL
BUFFALO
US - United States of America
Beneficiary Email:
Beneficiary Mobile Number:

Payment Details

Credit Currency: USD
Credit Amount: 1,000.00

Value Date: 03/28/2017

Optional Information

Sender's Reference Number: CITY MILL CREEK

Beneficiary Information: City of Mill Creek n3177e

Additional Routing

Intermediary Bank ID:

Receiver Information:

Control Information

Input: sankottke
Approved: sankottke
Initial Confirmation: WTX:2017032800243954
Confirmation #: FEDR:20170328B6B7HU3R005581

Input Time: 03/28/2017 10:30:13 AM CDT
Time: 03/28/2017 10:31:43 AM CDT

RptBatchSumViewForm

Page 1 of 1

ACH Cash Pro Online
City of Mill Creek

Report Date: 03/23/2017
Report Time: 07:02:40 PM

Batch Summary Report by ID Number

Company Name:	City of Mill 01	Effective Date:	03/24/2017
ACH ID:	XXXXXXXXXX	Batch Sequence:	1
Application Name:	CCD Payments and Collections	Database Name:	BAC
Batch Status:	Released ✓	Created By:	SANKOTTKE
Released By:	SANKOTTKE		

<u>Name</u>	<u>ID</u>	<u>Amount</u>	<u>D/C</u>	<u>Bank ID</u>	<u>Account #</u>	<u>Acct Type</u>	<u>Trace #</u>
BAC	BENEFIT ADMIN C	\$936.16	C	125108366	310005566	C	

Total Amount in Batch

Total Count in Batch

Debits	\$0.00	0
Credits	\$936.16	1
Prenotes	\$0.00	0

Grand Total Amount

Grand Total Count

Debits	\$0.00	0
Credits	\$936.16	1
Prenotes	\$0.00	0

Payment Approval Confirmation

Company: City of Mill Creek
Requester: Kottke, Sandy
Run Date: 03/23/2017 6:59:35 PM CDT



Domestic High Value (Wire)
Payment Category: Urgent/Wire

Status: Processing by Bank
Transaction Number: 173NJ5710D0E1Z99

Template Name: ICMA 457 Plan
Template Code: ICMA

Debit Account Information

Debit Bank: [REDACTED]
Debit Account: [REDACTED]
Debit Account Name: Treas Checking
Debit Currency: USD

Beneficiary Details

Beneficiary Name: ICMA RC
Beneficiary Address: P.O. Box 64553
Beneficiary City: Baltimore
Beneficiary Postal Code: 21264-4553
Beneficiary Country: US - United States of America

Beneficiary Account: [REDACTED]
Beneficiary Bank ID: [REDACTED]
MANUFACTURERS AND TRADERS TR C
ONE M AND T PLAZA, 15TH FL
BUFFALO
US - United States of America
Beneficiary Email:
Beneficiary Mobile Number:

Payment Details

Credit Currency: USD
Credit Amount: 717.70

Value Date: 03/24/2017

Optional Information

Sender's Reference Number: 302029

Beneficiary Information: City of Mill Creek 302029

Additional Routing

Intermediary Bank ID:

Receiver Information:

Control Information

Input: sankotke
Approved: sankotke

Input Time: 03/23/2017 6:57:16 PM CDT
Time: 03/23/2017 6:59:18 PM CDT

Statistical Summary

Statistical Summary

Company:A0W - City Of Mill Creek Service Center:0076 Pacific North West Status:Under Review
 Week#:14 Pay Date:04/10/2017 P/E Date:03/31/2017
 Qtr/Year:2/2017 Run Time/Date:15:04:12 PM EDT 04/06/2017

Taxes Debited	Federal Income Tax	22,348.52	
	Earned Income Credit Advances	0.00	
	Social Security - EE	0.00	
	Social Security - ER	0.00	
	Social Security Adj - EE	0.00	
	Medicare - EE	2,922.86	
	Medicare - ER	2,922.82	
	Medicare Adj - EE	0.00	
	Medicare Surtax - EE	0.00	
	Medicare Surtax Adj - EE	0.00	
	COBRA Premium Assistance Payments	0.00	
	Federal Unemployment Tax	0.00	
	State Income Tax	0.00	
	Non Resident State Income Tax	0.00	
	State Unemployment Insurance - EE	0.00	
	State Unemployment Insurance Adj - EE	0.00	
	State Disability Insurance - EE	0.00	
	State Disability Insurance Adj - EE	0.00	
	State Unemployment/Disability Ins - ER	0.00	
	Workers' Benefit Fund Assessment - EE	0.00	
	Workers' Benefit Fund Assessment - ER	0.00	
	Local Income Tax	0.00	
	School District Tax	0.00	
	Total Taxes Debited	28,194.20	
Other Transfers	Full Service Direct Deposit/Acct. No.000060104700Tran/ABA125000024	140,926.12	Total Liability
	Total Amount Debited From Your Account		169,120.32
Bank Debits & Other Liability	Checks	0.00	169,120.32
	Adjustments/Prepay/Voids	0.00	169,120.32
Taxes- Your Responsibility	None this payroll		169,120.32



MINUTES

City Council Regular Meeting

6:00 PM - Tuesday, April 4, 2017

Council Chambers, 15728 Main Street, Mill Creek, WA 98012

Minutes are the official record of Mill Creek City Council meetings. Minutes document action taken at the council meeting, not what was said at the council meeting.

A recording of this City Council meeting can be found here: [Part 1](#), [Part 2](#)

The agenda packet for this City Council meeting can be found [here](#).

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Mayor Pruitt called the meeting of the Mill Creek City Council to order at 6:00 p.m. and led the Pledge of Allegiance.

ROLL CALL

Councilmembers Present:

Pam Pruitt, Mayor

Sean Kelly, Councilmember

Donna Michelson, Councilmember

Vince Cavaleri, Councilmember

Mike Todd, Councilmember

Mark Bond, Councilmember

Councilmembers Absent:

Brian Holtzclaw, Mayor Pro Tem

Councilmember Cavaleri made a motion to excuse Mayor Pro Tem Holtzclaw due to a scheduled vacation. Councilmember Kelly seconded the motion. The motion passed unanimously.

AUDIENCE COMMUNICATION

- A.** Public comment on items on or not on the agenda.
No public comment was made.

PRESENTATIONS

- B.** Terry Ryan, Snohomish County Council
Snohomish County Councilman Terry Ryan presented City Manager Polizzotto with a ceremonial check for \$100,000 to assist in funding improvements to the Mill Creek Sports Park. Councilman Ryan thanked the Council for their devotion to collaborative public service and the City Manager for reaching out to him to discuss this and other partnerships between the County and City. The Councilman also provided an update on upcoming road improvement projects which will affect Mill Creek citizens. The Council thanked Councilman

Ryan for being a great partner in this and future collaborative efforts.

CONSENT AGENDA

- C. City Council Meeting Minutes of March 28, 2017

Councilmember Cavaleri made a motion to approve the consent agenda. Councilmember Michelson seconded the motion. The motion passed unanimously.

REPORTS

- D. Mayor/Council

Mayor Pruitt reported receiving a compliment from the County Council Chief of Staff for a recent interaction with Recreation and Tourism Manager Davern. She also invited the public to attend the Seattle Hill Road Project Grand Opening on April 20.

- E. City Manager

- Legislative Summary

The City Manager reported hearing from both state representatives and the senator in response to the City's letters and press releases related to SB5048. The Council agreed that the quick response by staff to communicate the City's concerns was appreciated and received positively by both the City's legislative representatives and other affected cities.

The City Manager clarified that no substantive changes occurred in SB5711 since the legislative report provided in the Council's packet. She also agreed to track SB5046 and report back to the Council with updates at the next meeting.

AUDIENCE COMMUNICATION

- G. Public comment on items on or not on the agenda.

No public comment was made.

RECESS TO EXECUTIVE SESSION

(Confidential Session of the Council)

- F. The meeting recessed to executive session at 6:26 p.m. for approximately 30 minutes, which was subsequently extended.

- Discussion of the status of collective bargaining negotiations

No action was taken.

RECONVENE TO REGULAR SESSION

The meeting reconvened to regular session at approximately 8:00 p.m.

ADJOURNMENT

With no objection, Mayor Pruitt adjourned the meeting at 8:00 p.m.

Pam Pruitt, Mayor

Peggy Lauerman, City Clerk

APRIL						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
		Council				
9	10	11	12	13	14	15
		Council				
16	17	18	19	20	21	22
23	24	25	26	27	28	29
		Council				

MAY						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
		Council				
7	8	9	10	11	12	13
		Council				
14	15	16	17	18	19	20
21	22	23	24	25	26	27
		Council				
28	29	30	31			

JUNE						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
		Council				
11	12	13	14	15	16	17
		Council				
18	19	20	21	22	23	24
25	26	27	28	29	30	
		Council				

Tentative Council Meeting Agendas
Subject to change without notice

Last updated: April 6, 2017

April 25, 2017

- Presentation: City Wide 911 Addressing Issues

May 2, 2017

- Employee Milestone Presentation – Tom R
- Presentation: Policy Development Process
- ADP Demo – Performance Review Process
- Quarterly Reports
 - Financial Report – 1st Quarter
 - Department Quarterly Reports
- Catch Basin Cleaning & CCTV Program

May 9, 2017

- Work Session:
 - Code Revision – Repeal of Board of Appeals/Adjustment
 - Code Revision – Art & Beautification Board
 - Traffic Calming Manual

May 23, 2017

- Presentation: Scholarship Award – Abigail Brandt
- Landscape Contract
- Public Safety Presentation:
 - Traffic Unit Year in Review
 - Body Camera Pilot Project
 - Resolution: Purple Heart Parking Designations

June 6, 2017

- Snohomish County Tourism Bureau Annual Report
- Social Media Policy

June 13, 2017

June 27, 2017

Work in Progress – Upcoming Agenda Items

- City Hall North HVAC Control System Replacement Contract
- Fire Contract
- Public Works Shop Design
- Development code change to allow redevelopment along Mill Creek Blvd/North Creek
- SNOCOM Consolidation Updates
- SERS Radio Acquisition Updates
- Partnerships with Everett School District
- Council Chambers Configuration



Washington State 2017 Proposed Legislation Summary & Impacts

Updated April 6, 2017

Legislation Summary	Status	City of Mill Creek Analysis and Recommendation
<p><u>HB1113 (Finance & Admin)</u></p> <ul style="list-style-type: none"> Gradually increases the amount of liquor profits distributed to cities and counties until reinstating the traditional percentage based sharing formula in state fiscal year 2025. 	<p>Still alive; may be held for consideration during budget negotiations and may be considered "necessary to implement the budget."</p>	<p>AWC notes the importance of these funds that help support key public safety services. This gradually increases the local government's share of excess liquor revenues until the percentage-based method for distributions is restored. Under the proposal, cities and counties would receive \$49.4 million annually plus \$2.5 additional per year beginning in 2019 through 2024. In state fiscal year 2025, the bill would reinstate the traditional percentage based formula of 50/40/10. The proposal would require 60 percent of any liquor profits distributed to cities and counties in excess of \$49.4 million to be used for public safety.</p>
<p><u>HB1123 & SB5251 (Comms & Marketing)</u></p> <ul style="list-style-type: none"> Would create an industry-led Tourism Marketing Authority and provide performance-based industry funding mechanisms without additional taxes. 	<p>Because the tourism bill is considered "necessary to implement the budget", it will remain alive until the state budget is passed.</p>	<p>The bill takes 0.1 percent of general sales taxes collected on retails sales of lodging, restaurants and rental cars for its Statewide Tourism Marketing Account. Deposits will be limited to \$5 million per biennium and are subject to private matching funds prior to expenditure. Cities support finding a dedicated source to promote tourism but AWC has concerns with the source of funding in this bill as currently written. The sales tax on rental cars is deposited into the multi-modal account, which funds a number of transportation related projects and programs that cities benefit from including grants for bicycle and pedestrian projects, safe routes to schools and support for transit. AWC is</p>

		working with the sponsors of this legislation to find a funding source for a much-needed Tourism Authority that does not divert funds away from important local transportation needs
<p><u>HB1490 (Public Works)</u></p> <ul style="list-style-type: none"> • Defers pavement condition reporting. • Studies ways to consolidate various reporting requirements. 	<p>Passed by the House; moves to the Senate. Passed Transportations Committee on 3/14. Passed Rules for second reading.</p>	<p>AWC supports this.</p>
<p><u>HB1540 & SB5046 (Police, Comms)</u></p> <ul style="list-style-type: none"> • Would require city emergency management departments to provide emergency notices in languages represented by their communities who speak a language other than English. • Would also require cities to maintain updated demographic and language data on their jurisdiction. 	<p>Passed by the House by a very close margin; moves to the Senate. HB1540 Executive action taken, passed with amendments. Public Hearing in Ways and Means on 3/30.</p> <p>SB5046 Referred to Appropriations. Executive action taken. Passed with amendments, and referred to Rules for second review.</p>	<p>AWC is interested in receiving our input on how these bills could impact our city.</p>
<p><u>HB1594 (Finance & Admin)</u></p> <ul style="list-style-type: none"> • Requires training for records officers to address issues of retention, production and disclosure of electronic records. • Creates a grant program within the Office of the Secretary of State for local governments to improve their public record management systems. • Creates a study on the feasibility of establishing a statewide open records portal. • Provides for mediation between a city and a requestor when there is disagreement on a request. 	<p>Passed by the House; moves to the Senate. Passed by executive action. Public Hearing in Ways and Means on 3/31. Executive action taken in Ways and Means on 4/3. Passed to Rules for second reading.</p>	<p>AWC supports this bill, which improves public records administration. Current law lacks provisions to protect the public from those who misuse or abuse public records law. Further, the current law has failed to keep up with changing technologies and best practices. This provides reasonable charges for providing electronic data, allows for alternative dispute resolution, and provides technical and funding assistance.</p>

<p><u>HB1595 (Finance & Admin)</u></p> <ul style="list-style-type: none"> Amends the PRA to allow cities to charge a small fee for providing copies of electronic records. Creates the ability for cities to deny overwhelming computer generated “bot” requests. Prohibits overly broad requests for all of a city’s records. Creates a way for cities to apply a service charge to exceptionally complex requests. 	<p>Passed by the House; moves to the Senate. Referred to State Government committee. Executive action taken, passed with amendments. Passed to Rules for second reading.</p>	<p>AWC supports. Addresses costs associated with responding to public records requests.</p>
<p><u>HB1655 (Police)</u></p> <ul style="list-style-type: none"> Seeks to expand presumptive occupational disease for police and fire personnel. Expands occupational disease coverage to posttraumatic stress disorder. 	<p>Passed House and moves to the Senate. Referred to the committee on Commerce, Labor and Sports. Public hearing scheduled for 3/22.</p>	<p>AWC opposes expansion of occupational disease due to the potential for increased costs and the lack of scientific evidence tying these diseases to the occupation. AWC would like to stop this bill.</p>
<p><u>HB1677 & SB5496 (Public Works)</u></p> <ul style="list-style-type: none"> Would build back a reformed Public Works Assistance account from loan repayments and a small amount of remaining tax revenue. 	<p>Still alive; may be held for consideration during budget negotiations. Executive action taken on 3/21; substitute bill was passed. Placed on second reading by Rules Committee on 4/5.</p>	<p>AWC considers this priority legislation to maintain and expand our critical municipal infrastructure. AWC expects to see an amended version emerge alongside the House’s overall budget proposal in about a month. There are some positive signals that the House wants to fight to preserve the Public Works Trust Fund.</p>
<p><u>HB1752 (Finance & Admin)</u></p> <ul style="list-style-type: none"> Would require governments who dispose of surplus property at fair market value to transfer 20 percent of the proceeds to the state for deposit into the Housing Trust Fund. 	<p>Looks likely that this will still move in the House, but not right away. A bipartisan workgroup of legislators from the House Capital Budget Committee has been meeting to find a path forward on a proposal for local infrastructure funding; referred to Rules 2 for review.</p>	<p>While cities are strong supporters of affordable housing, this proposal has met with significant concern and opposition from AWC over the years.</p>

<p><u>HB1764 (Finance & Admin)</u></p> <ul style="list-style-type: none"> Replaces the one percent cap on annual property tax increases with a limit tied to cost drivers. 	<p>Still alive; may be held for consideration during budget negotiations and may be considered “necessary to implement the budget.” Executive action taken in Committee on Finance, passed, and referred to Rules for second review on 4/4.</p>	<p>This is priority legislation for AWC.</p>
<p><u>HB1797 (Finance & Admin)</u></p> <ul style="list-style-type: none"> Provides cities limited sales tax remittance for qualifying investments, Provides cities and counties authority to use real estate excise taxes to support affordable housing. Provides cities and counties with councilmanic authority to impose affordable housing sales tax. 	<p>Executive action taken in Community Development, Housing & Tribal Affairs. Referred to Rules 2 Review. Placed on second reading by Rules committee.</p>	<p>AWC supports this.</p>
<p><u>HB2006 (Finance & Admin)</u></p> <ul style="list-style-type: none"> Removes non-supplant language from city and county criminal justice account distributions and the mental health sales tax. Currently, every city receives a portion of more than \$35M per biennium in criminal justice assistance. 	<p>Passed House; moves to the Senate. Referred to the Local Government committee. Executive action taken, passed with amendments. Passed to Rules for second reading.</p>	<p>AWC supports this.</p>
<p><u>SB5445 (Community & Econ Develop.)</u></p> <ul style="list-style-type: none"> Prohibits the use of eminent domain for economic development. 	<p>Passed in the Senate; moves to the House. Executive Action in Judiciary passed on 3/23. Referred to rules 2.</p>	<p>AWC does not support this bill.</p>

<p><u>SB5545 (Finance & Admin)</u></p> <ul style="list-style-type: none"> • Would amend the Open Public Meetings Act by removing the exemption provided for collective bargaining sessions related to contract negotiations with unions. • Would add language requiring that contract negotiations be open to the public but does not require public comment. • Would allow public employers to provide a video of the negotiations to the public within twenty-four hours instead of firsthand observation by the public. 	<p>Executive action taken in Ways & Means. Referred to Rules for second reading. Senate Rules "X" file on 3/21.</p>	<p>AWC has opposed previous proposals that open bargaining sessions. Recently, two counties and a school district in our state have opted to open their bargaining sessions to the public.</p>
<p><u>SB5711 (Finance & Admin)</u></p> <ul style="list-style-type: none"> • Pre-empt local government regulation of small cell 5G telecommunication facilities and exempts them from land use review. 	<p>Executive action taken in Committee on Energy, Environment and Telecommunications. Referred to Rules for second reading. Returned to Rules on 3/17.</p>	<p>Sponsored by Sen. Hobbs. Most aspects of the bill are of great concern to cities. AWC advocates for an alternative to Part 1 of this bill that would allow cities to adopt a master permit process for small cell deployment, and opposes Part 2, pole attachments. AWC wants to stop this bill.</p>
<p><u>SB5827 (Comms & Marketing)</u></p> <ul style="list-style-type: none"> • Would <i>create a new</i> definition of tourist under the lodging tax statute, <i>which would have the effect of restricting</i> expenditures of lodging tax for tourism promotion, events, and tourism-related facilities. • The definition of tourist would be limited to those who stay in overnight accommodations, have traveled more than 50 miles, or have traveled from a different state or country. • Prohibits any lodging tax recipient who fails to submit the required report on tourist activities as ineligible to receive additional distributions until the report is submitted. 	<p>Executive action taken in Ways & Means. Referred to Rules for second reading. Senate Rules "X" File on 3/17.</p>	<p>AWC testified in opposition to this bill because it breaks the compromise reached on lodging tax authority in legislation passed several years ago, including greater authority for the lodging tax advisory committee, additional reporting processes, and limits on city legislative authority on using this local revenue tool. Sufficient processes are <i>already</i> in place to ensure that lodging taxes are used in the best ways to meet community needs. AWC wants to stop this bill.</p>

Budget Update

<http://www.awcnet.org/portals/0/documents/legislative/govsenateproposedbudget.pdf>

- Senate and House Budget both fully fund long-standing shared revenues, but not final until budget has been negotiated.
- The Senate budget cuts \$70 million in funds for police and fire pensions, but House budget maintains commitment.
- Cuts proposed for human services and help for the homeless.
- Both Senate and House have proposed new funding to Public works for the first time in 4 years.

Both the House and Senate have passed their budgets, with negotiations to begin this week. Reconciling key differences on school funding approaches, funding collective bargaining agreements for state employees and revenue options will need to occur before the Legislature can pass a budget for 2017-19 and adjourn for the year.

The AWC is optimistic the budgets, but encourages cities to continue working with legislature through next week to ensure some key points continue through.

The City Manager sent letters to the legislative delegation on 3/29 asking them to not eliminate crucial funding for LEOFF 2 from the state's budget.