

SNOCOM & SNOPAC JOINT BOARD of DIRECTORS MEETING

September 15, 2016 - Fire District 1

SNOCOM Board Members & Management in Attendance	Jerry Smith	Mountlake Terrace	Chuck Macklin	Mukilteo Police
	Bob Colinas	Brier	Kent Saltonstall	Town of Woodway
	George Hurst	Lynnwood	Pam Pruitt	Mill Creek
	Ian Cotton	Lynnwood	Greg Elwin	Mill Creek Police
	Bryan Stanifer	Lynnwood Police	David Chan	Fire District 1
	Al Compaan	Edmonds Police	Brad Reading	Fire District 1
	Don Anderson	Edmonds Police	Terry Peterson	SNOCOM
	Scott Hugill	Mountlake Terrace	Karen McKay	SNOCOM
	Greg Wilson	Mountlake Terrace PD	Andie Hanson	SNOCOM
Chris Alexander	Mukilteo Fire			
SNOPAC Board Members & Management in Attendance	Steve Guptill	Monroe Fire	Debbie Willis	Monroe Police
	Rick Smith	Marysville Police	John Flood	Snohomish Police
	Ty Trenary	SCSO	Roy Waugh	Fire District 7
	Susy Johnson	SCSO	Mark Murphy	Member at Large
	Erick Hicks	Everett Fire	Kurt Mills	SNOPAC
	Susan Neely	Snohomish County	Jimi Robinson	SNOPAC
	Dan Templeman	Everett Police	Steve Dittoe	SNOPAC
	Jim Lever	Everett Police	Steve Lawlor	SNOPAC
	Jonathan Ventura	Arlington Police	Brad Cattle	SNOPAC Attorney
	Daniel Cone	Arlington Police		
Others in Attendance	Karen Reed	Joanie Fadden	Tom Davis	Brenda Froland
	Van AuBuchon	Jon Wiswell	Art Ceniza	Sharon Brendle
	Ted Hikel	Rikki King	Richard Schrock	
	Pete Caw	Corbitt Hoch	Jon Nehring	
	Cheol Kang	Nicola Smith	Darryl Neuhoff	

AGENDA ITEMS	REPORTS & COMMENTS	ACTION OR FOLLOW-UP
Call to Order	The meeting was called to order at 8:30 by Jerry Smith, President of the SNOCOM Board of Directors. Everyone in attendance stated their name for the record.	
Welcome	<p>Fire District 7 Commissioner, Roy Waugh, welcomed everyone to the meeting. He thanked Mayor Colinas, the RTF committee co-chair, for handling things in his absence. He also wanted to recognize both Director Peterson and Director Mills for the work they have done in compiling information to present to the boards. He also expressed his thanks to Karen Reed for her dedication and professionalism in pushing the project forward and keeping it on track.</p> <p>Mayor Colinas, commented that the group has met about a half dozen times this year. He stated that the goal today was to share information related to the tasks the committee has accomplished as</p>	

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	well as outline the work left to do. He turned the meeting over to the facilitator Karen Reed.	
Project Update	<p>Ms. Reed acknowledged the members of the Joint Task Force (JTF) and expressed her thanks, as well, to both directors for the work they have been doing. JTF Members include: Brad Reading, Bryan Stanifer, Al Compaan, Jon Nehring, Jon Wiswell, Rick Smith and Steve Guptill.</p> <p>She went over the current status of the project, and announced that public comment time wasn't included in the agenda due to the large volume of material that needs to be presented. She added that there may be time for public comment at the end. She also added that both PSAPs have links on their websites where anyone can submit comments or questions by email and the directors will bring them forward to the committee for answers back.</p> <p>Reviewing the work plan that was approved in July, Ms. Reed reported that the group has almost completed all of the projects listed in Phase I. She said she will be asking for approval to proceed to Phase II later in the meeting. Updates listed include:</p> <ul style="list-style-type: none"> ▪ SNOPAC has agreed to expand, at its own expense, the scope of a facility RFP they're issuing this month. This will look at SNOPAC's future facility needs, as well as the needs of a consolidated agency. ▪ The Executive Directors are coordinating on a common software update for their Emergency Medical Dispatch system. They hope to have a common software update in place early next year. This update will allow SNOPAC to do some cross-training of staff. ▪ The web links are all up and they are getting updated as work proceeds. All work products, agendas and minutes are posted on the site. ▪ The Executive Directors have asked all their agencies to appoint a point person for contacts and information to be relayed to and from the JTF. ▪ Regarding the communication plan that was approved in July, the JTF completed a survey that was open to all employees of SNOCOM, SNOPAC and SERS. Results have been tabulated, and responses appear to be positive. Ms. Reed said the results will be available in October. ▪ Call transfers. Directors Peterson and Mills are scheduled to give a presentation on this subject during today's meeting. ▪ Continuity of Operations, or issues related to redundancy, as well as survivability. What might happen if one of the call centers goes down. 	
Comparison of Services offered	Ms. Reed spoke about the current level of services being provided now, and what a combined agency might provide.	

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	<p>Both directors provided a service comparison table that was contained in the meeting packet. Director Mills explained that there are differences between the two agencies, but said that if SNOCOM and SNOPAC were to consolidate, there would be no decrease in service levels, and they would be able to maintain or improve the service between the two PSAPs.</p> <p>Director Peterson spoke about performance metrics, or standards relating to call answering times. Both agencies track several different performance standards, but the director concentrated on describing two of the key ones. NENA 911 Call Answer Standard. He explained that NENA is a national organization that writes standards for how 911 calls should be processed, as well as target goals for agencies to meet. Two of these standards are: 1) that 90% of all 911 calls arriving at a dispatch center will be answered at 10 seconds or less during the busiest hour of the day, and 2) that 95% of all 911 calls are answered within 20 seconds, 24 hours a day. He added that the county's 911 office collects this data, and that both agencies strive to meet these goals.</p> <p>The other performance measure is related to dispatch time. Director Peterson explained the differences between the two agencies as it relates to this matrix. In 2005 a resolution was passed by the SNOCOM Board which requires that their dispatch staff dispatch 90% of all fire calls within 60 seconds or less. This is a little more stringent and slightly different from the NFPA (National Fire Protection Association) standard that SNOPAC uses as a guideline. That standard states that 80% of emergency alarms are processed in 60 seconds or less, or 95% within 106 seconds or less. AC Reading from Fire District one explained that SNOCOM's standard was as a direct result of Fire District 1 coming back to SNOCOM and their insistence of a dispatch standard tied to the amount of the contract they were paying.</p> <p>A question was asked about an interface between the New World System and MyCrimeReports. SNOPAC's IT Manager James Robinson explained that IT is working with NW to get the interface installed. A developer has been hired to do this and that developer is now working with NW to accomplish this as soon as possible.</p>	
<p>Analysis on Call Transfers</p>	<p>The directors provided a power point presentation on the subject of call transfers, specifically how the NW system has impacted call transfers between the agencies. Highlights of the presentation include:</p> <ul style="list-style-type: none"> ▪ Director Peterson pointed out an area of SW Snohomish County where most of the transfers occur. He described this as an area that is jointly served by both agencies. Fire District 1 provides fire services and the Snohomish County Sheriff provides police services. He explained how calls are routed in this area. 	

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	<ul style="list-style-type: none"> ▪ He spoke about the issues with cell phone use, of towers not lining up correctly with jurisdictional boundaries, and calls coming in from areas that are miles from where the incident occurs. ▪ Director Peterson spoke about the level of frustration citizens are dealing with when experiencing transferred calls. ▪ Director Mills stressed the significant workload involved with transfers. SNOPAC transfers 1 out of every 50 calls, and SNOCOM transfers 1 of every 5. ▪ Both directors also explained some of the efficiencies gained from the NW System. ▪ Director Peterson showed how the NW System has made dispatching occur much sooner, sometimes even ahead of the transfer. This is very important with priority calls. ▪ An audio recording was provided that illustrated an optimal transfer between the two agencies. ▪ Director Mills spoke about the uniqueness of the problem being faced in dealing with the transfer issue. ▪ Director Peterson talked about PSAP gridlock, and how transfers are compounding that problem. ▪ A question was asked about suppressing the sound of the ringing telephone in the background during the transfer. It was explained that suppressing the ring may not be a possibility. The system doesn't know that the call is connected to a transfer and only sees the incoming call as a typical 911 call from a citizen. One of the issues also discussed was the tying up of two call takers during a transfer. ▪ The final point made was that CPP (Cross PSAP Policy) doesn't solve the issues with transfers, and the volume of transfers hasn't decreased. There are approximately 50,000 calls transferred every year between PSAPs. ▪ Both directors acknowledge that the current system is still pretty inefficient and creates a waste of time. They continue to work on finding solutions, and recommend that the Joint Task Force continues with its efforts in reviewing all options available. ▪ A final comment was made that citizens don't care that there are two dispatch centers. They expect their call to be handled promptly and the current situation is a serious liability to public safety. <p>The meeting took a break at 10:02 a.m. The meeting reconvened at 10:15 a.m. Ms. Reed reminded the attendees that the analysis provided by both directors was unanimously accepted by the Joint Task Force as a good explanation of the baseline in an effort to make sure that everyone had this information. The JTF is not at a point of defining</p>	

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	a preferred response to the problem, but thought the analysis was a good way of describing what the current situation is.	
Comparative Governance Information	<p>Ms. Reed spoke about the matrixes that were provided in the meeting packet. This information contains summaries of different governance structures for 8 different agencies, including 7 dispatch agencies and one county-wide transit agency. The goal of the JTF is to develop a preferred option or approach to consolidation, if that is the will of the group.</p> <p>The 8 agencies selected for comparison were: SNOPAC, SNOCOM, SERS, NORCOM, CRESA (Clark County Agency), South Sound 911 (Pierce County), T-COMM (Thurston County), and Community Transit.</p> <p>The agencies listed represent a large number of jurisdictions, a broadly shared governance structure, and a similar number of people. Ms. Reed has worked with many agencies in their goal to consolidate, and in each situation their respective governance structure was unique to the needs of the people and the problems they were trying to solve. She said that by comparing these different governance structures the board members should be able to see similarities and discover ways that will work best for their situation, along with helping them decide how to allocate risk and responsibility while providing a level of predictability for everyone involved.</p> <p>Categories that were compared include:</p> <ul style="list-style-type: none"> • Population • Number of agencies served – This may represent signers of the Interlocal or include agencies served by a contract • Type of entity – Could be as a joint board (maximum risk), or as a non-profit corporation (most common), the goal being to create a separate legal entity to manage the operation in the event of fallout • Members/owners or subscribers – providing flexibility • Adding a new member – could require expending capital and may re-shuffle balance of power. Spell out, in advance, all considerations (including cost) for adding new members. • Governance – Consider functionality when deciding on the representative board, i.e., multiple agencies could be represented by one person. • Voting – Different provisions for weighing votes by members. There are challenges in managing large and small agencies on one board. • Powers of the Board - Keep the lines of authority very clear, i.e., executive directors should only report to the Board of Directors. 	

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	<ul style="list-style-type: none"> • Operations Board – It is common to set up advisory groups made up of both police and fire chiefs to talk to the executive director and staff. • Withdrawing from the agreement – Giving a year of advance notice seems to be the most common. SNOCOM requires two years. • Latecomers to the agreement – Decisions need to be made up front on what to do with agencies that join later. • Amendments – Building in flexibility was recommended when dealing with amendments. This is so that adjustments can be approved with less than unanimous consent of the members. <p>Ms. Reed explained that the JTF will next come back to the boards with their preferred criteria concerning governance. If support is received, the JTF will then provide the boards with specific options for consideration.</p> <p>A question about pros and cons about particular consolidation models was asked. Ms. Reed explained that there was some discussion about inviting representatives from a few of the consolidated groups to speak to the boards about lessons learned. She added that the JTF will be sharing their rationale about their decision on whether to go in one direction or the other.</p> <p>Another question asked if the JTF would be soliciting input from non-board members. It was explained that there were no plans to do a separate outreach to every single agency on governance before they return with their suggestions. If an agency wanted to provide additional feedback, it would be welcome. The website also provides a place for comments and input for the JTF to consider.</p>	
Action Item	<p>Ms. Reed asked for a motion to approve the circulation of an informational briefing to all member agencies. This briefing satisfies the requirement of providing at least one informational briefing in the fall.</p> <p>Mayor Bob Colinas, on behalf of the SNOCOM Board, moved to accept the memo and forward it to their member agencies. The motion was seconded and approved unanimously.</p> <p>Commissioner Roy Waugh, on behalf of the SNOPAC Board, moved to accept the memo and forward it to their member agencies. The motion was seconded and approved unanimously.</p>	<p>Motion approved by SNOCOM and SNOPAC Boards</p>
Action Item	<p>Ms. Reed asked for a motion to approve the JTF to proceed to Phase II and continue its work. She referenced the previously approved work plan and said that the group has completed all of the work in Phase I except for bringing forward a template for how a baseline scenario would be budgeted. That step is currently being worked on. She added that the group is ready to proceed to work on the scope of services issue, continue to work on the governance,</p>	

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	<p>talk about the legal entity, and begin discussing assessments and facilities.</p> <p>On behalf of the SNOCOM Board, Mayor Colinas moved to approve the Joint Task Force work to proceed into Phase II. The motion was seconded and approved unanimously.</p> <p>On behalf of the SNOPAC Board, Commissioner Waugh moved to approve the Joint Task Force work to proceed into Phase II. The motion was seconded and approved unanimously.</p>	<p>Motion approved by SNOCOM and SNOPAC Boards</p>
Closing Comments	<p>The next joint board meeting is scheduled for November 2nd. There may be information available that will be shared at each of the individual board meetings in October. There is also an expectation that JTF meetings will be going into the first quarter of next year.</p> <p>Another joint meeting scheduled is December 14th. Both meetings will take place at Fire District 1.</p>	
Recognition	<p>SNOPAC Chair, Steve Guptill recognized outgoing SNOPAC IT Manager James Robinson. He thanked him for all of his efforts in getting the New World Project up and running and wished him well in his new employment at King County.</p>	
Adjourn	<p>The meeting was adjourned by SNOPAC Chair Steve Guptill at 10:45 a.m.</p>	