

SNOCOM/SNOPAC Call Transfer Discussion Document

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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.

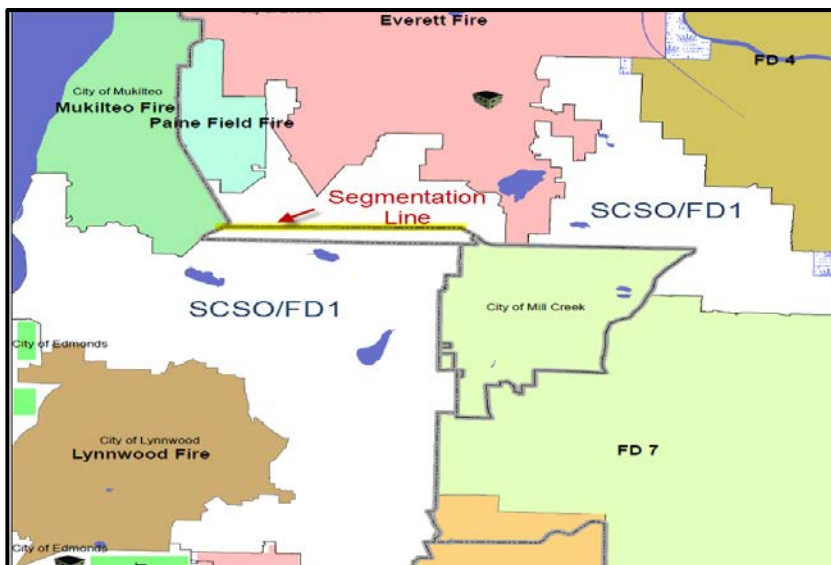
While NWS and the CPP have made process improvements possible, other problems are created, including the shifting of workload. The answering PSAP is now spending additional time during the initial triage and beginning the CFS entry. This additional time tends to reduce the PSAP’s ability to respond to 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**).



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.

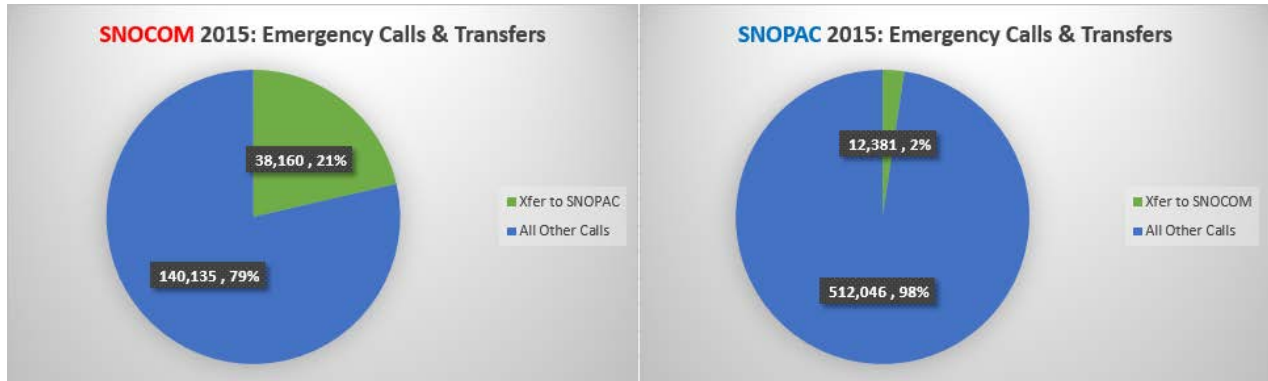
SNOPAC Internal transfers—from one call-taker to another--are distinct from call transfers discussed in this document. There is an important operational difference between SNOCOM and SNOPAC in this area: SNOCOM call takers are trained to take both fire/police and medical calls; all SNOPAC call takers 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.

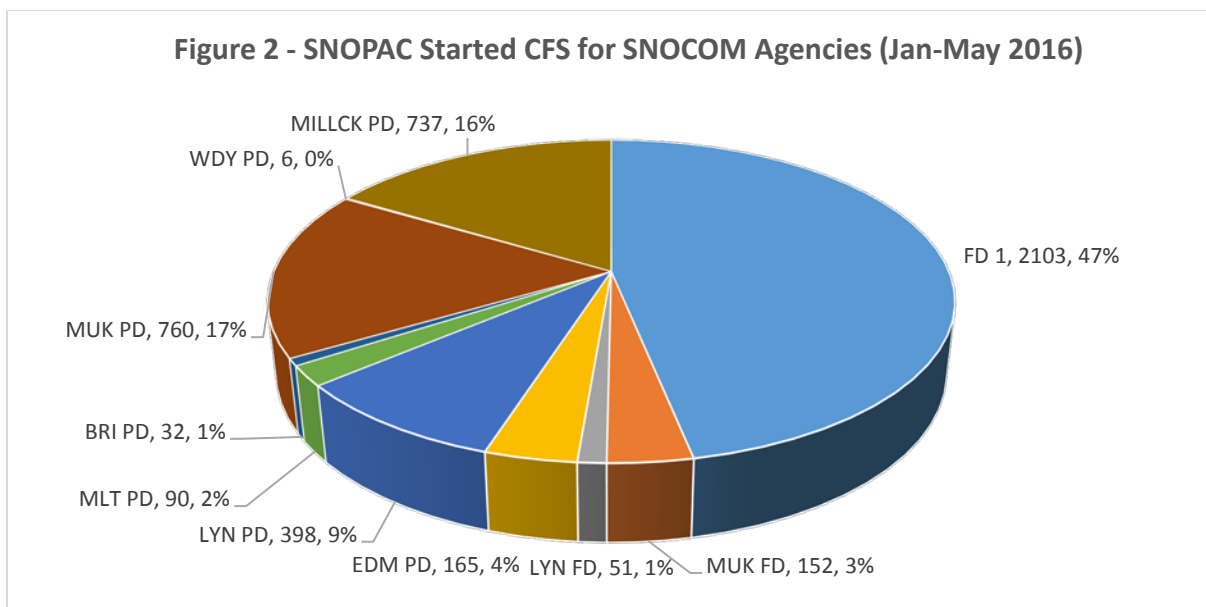
Figure 1 – Number of Emergency Calls and Transfers by PSAP



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)



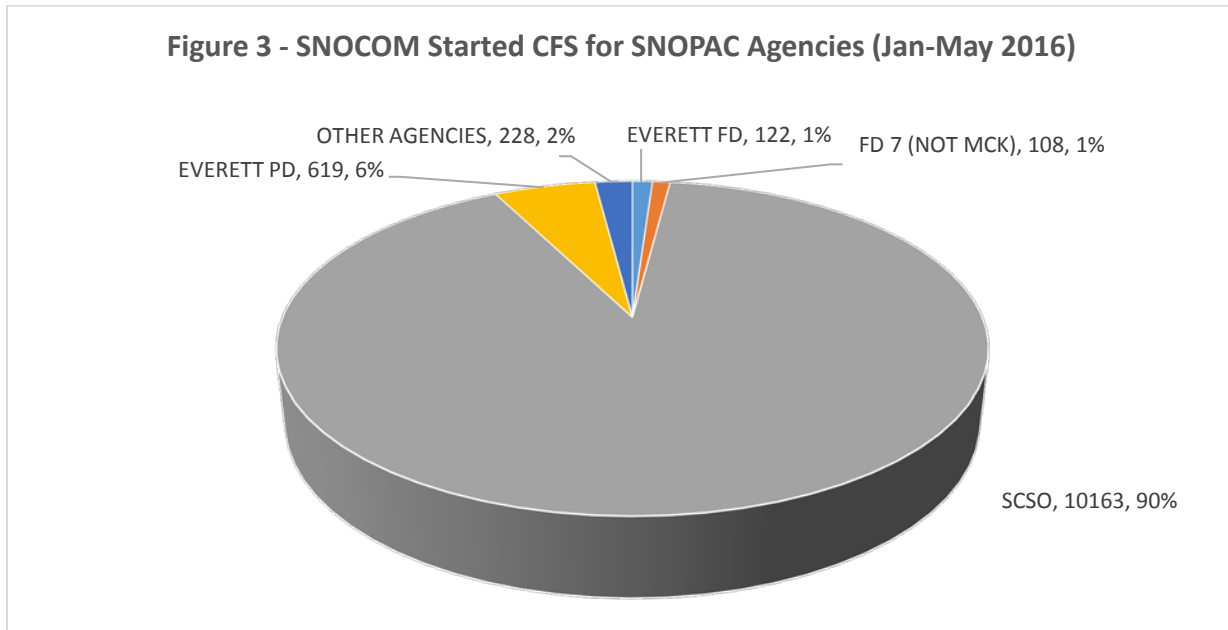


Figure 4 - SNOCOM Started CFS for Other Agencies

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%

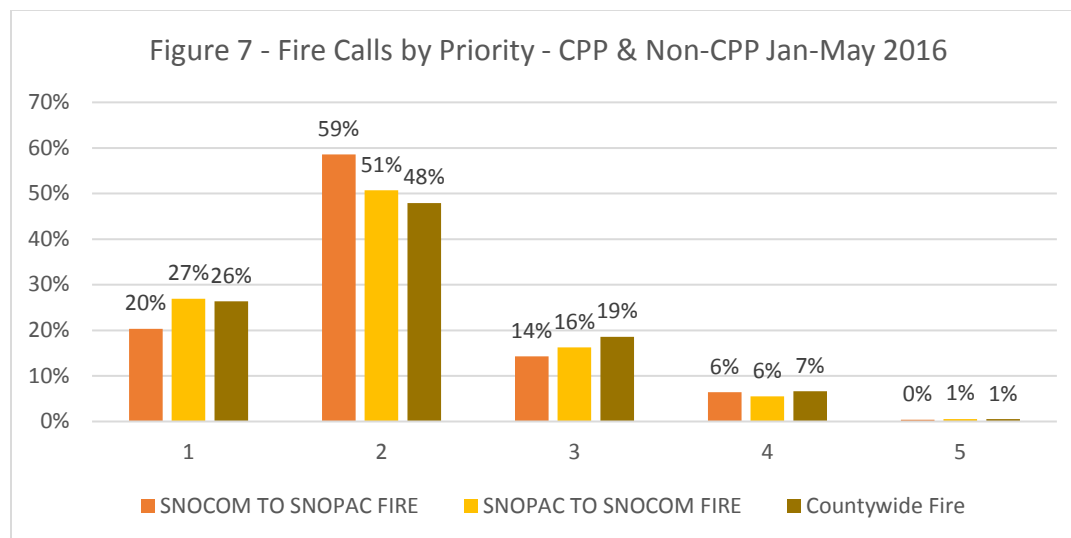
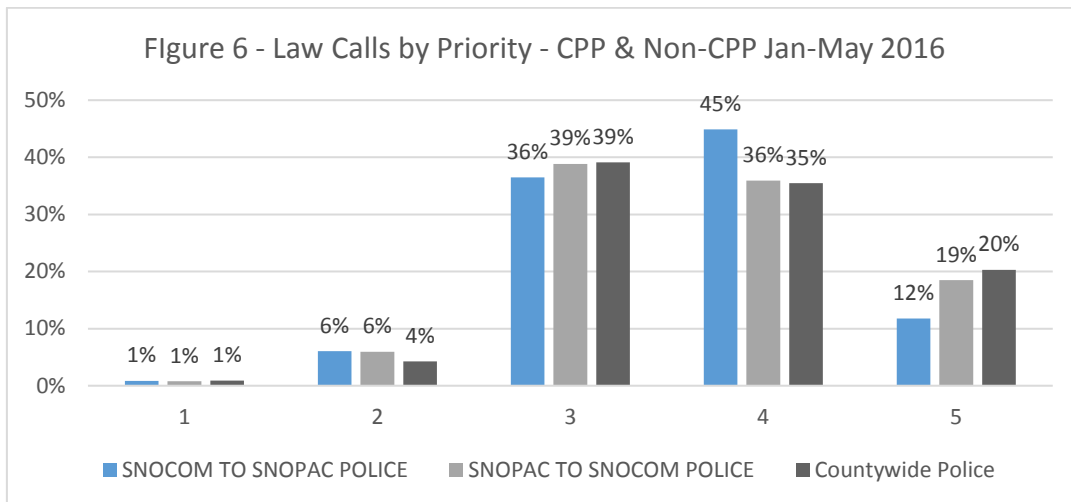
CPP CFS Entry ²	11,240	4,532
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1 Sourced from E911 data. Includes 10-digit emergency and 911 calls.

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.

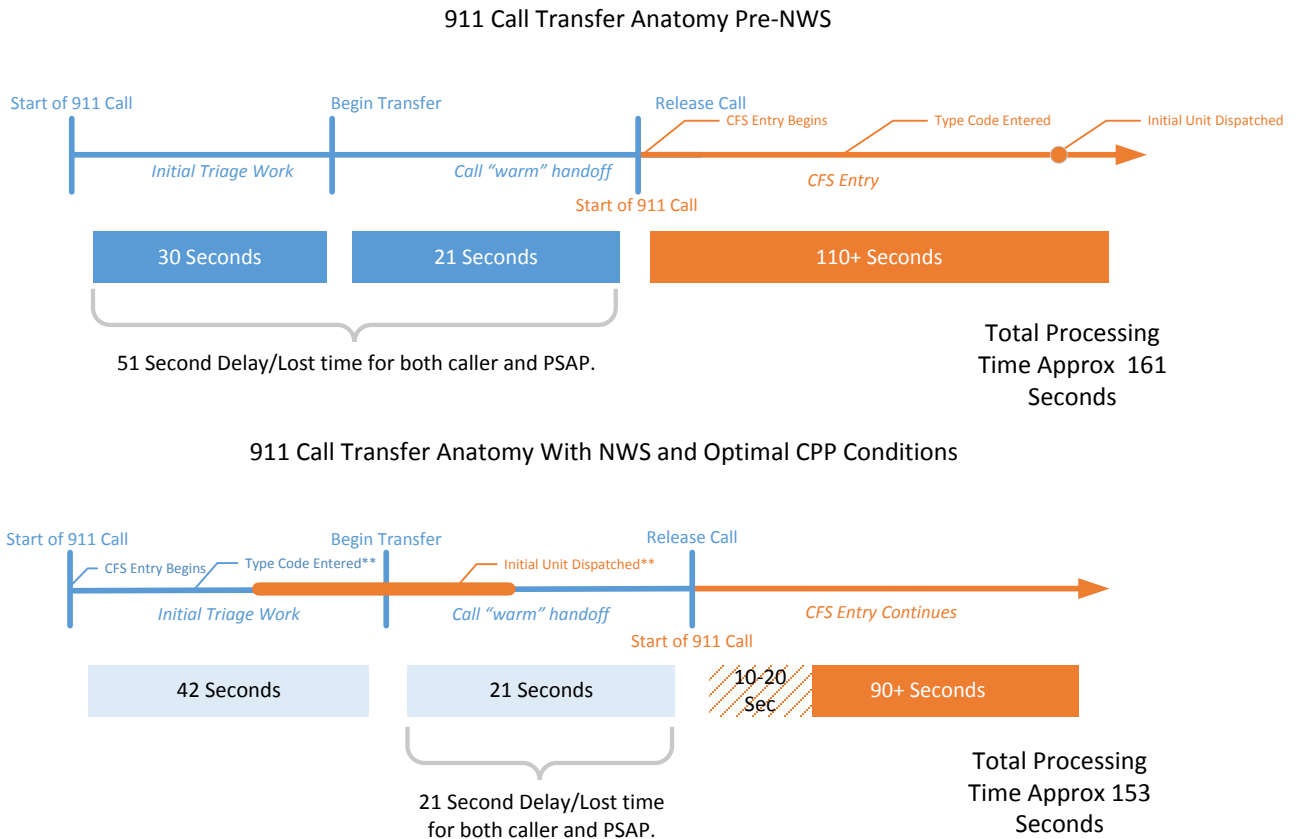
b. Type and priority of the CFS being pre-entered.



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.

- No method to precisely link 911 phone and NW CAD data.
- 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	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.	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. <p>Unknown impact to E911 funding with fluid routing of 911 calls.</p>
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.

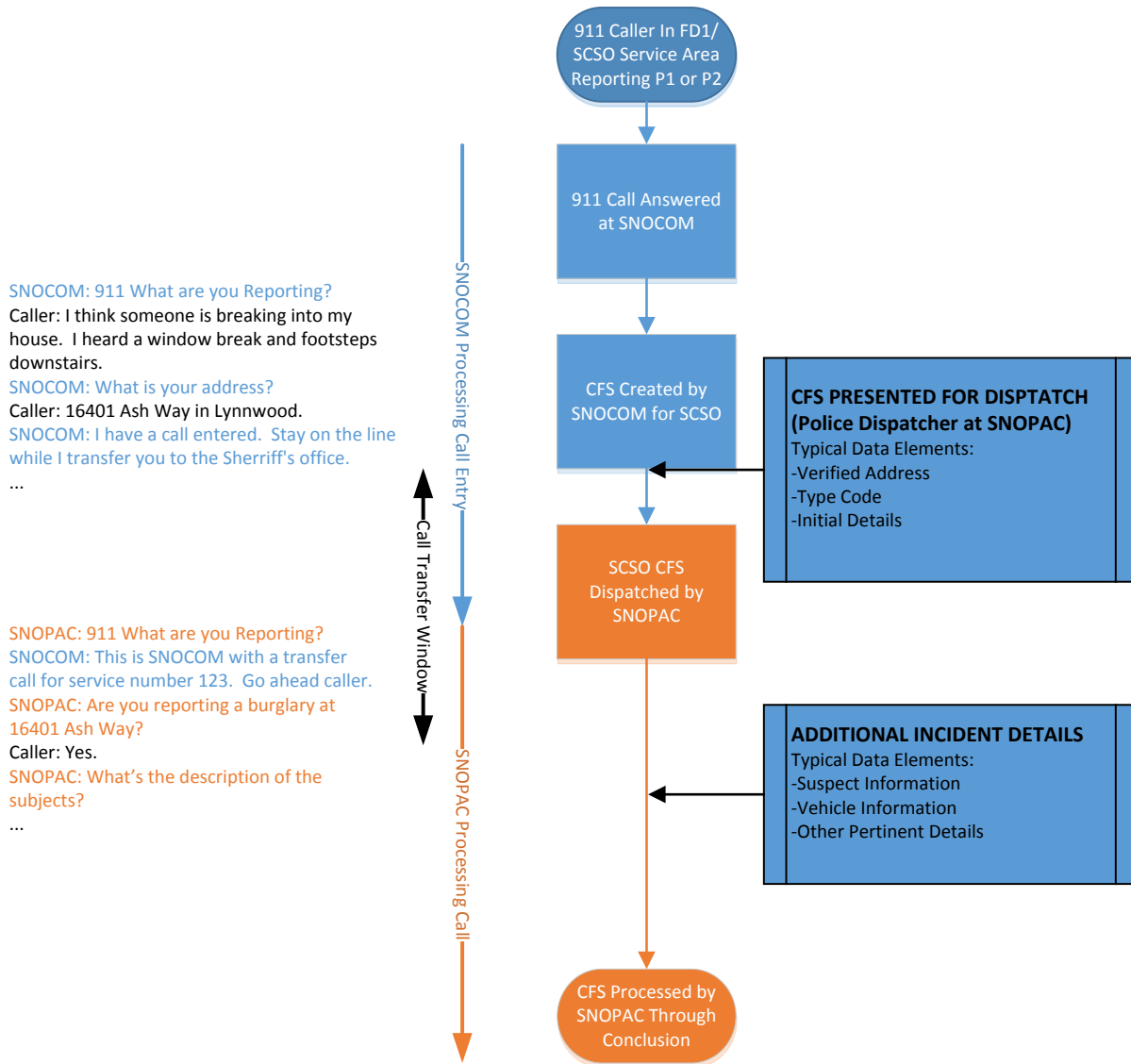
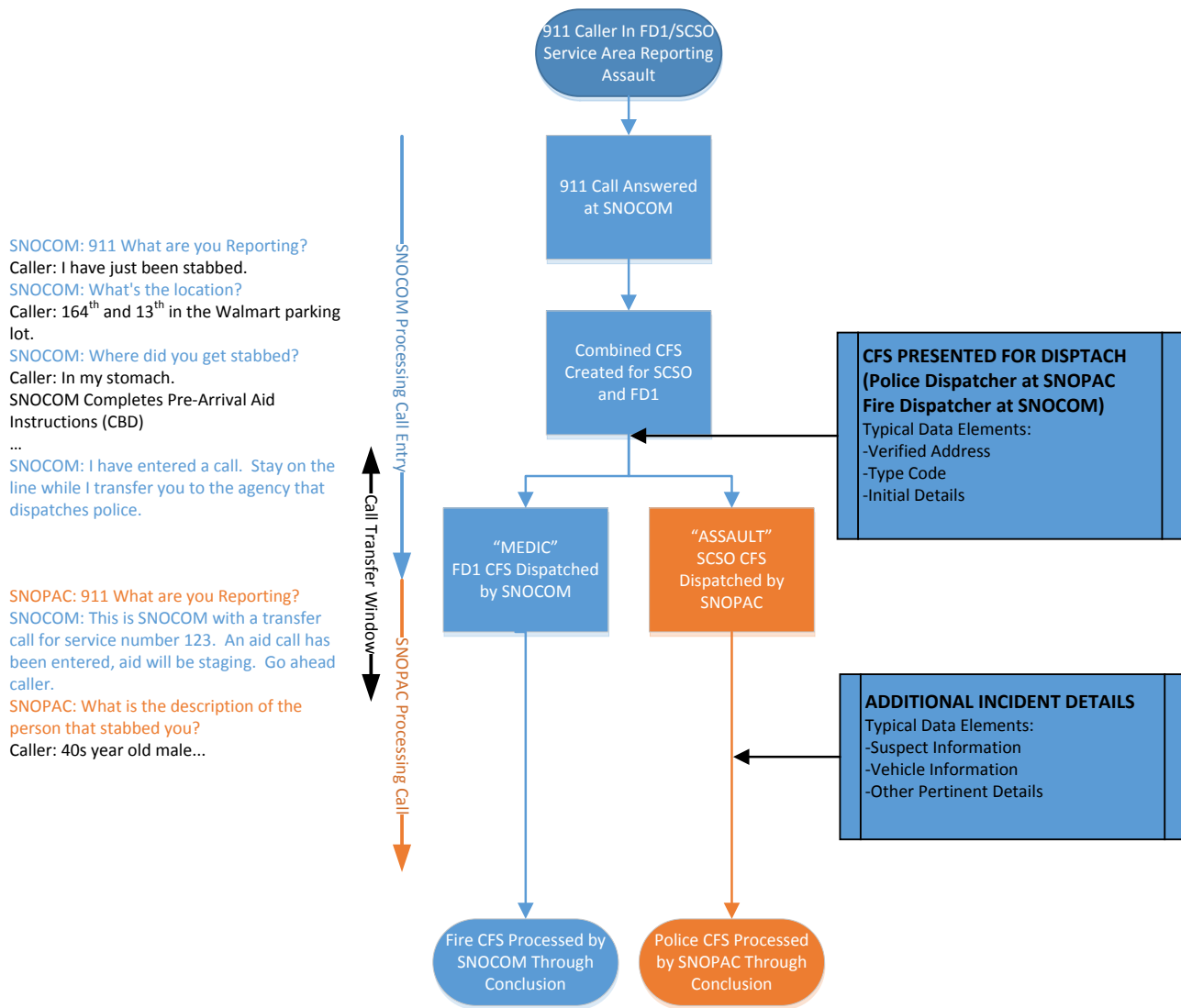


Diagram 2 – Cross-PSAP Call Flow for an Assault (Police and Fire Combined)

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 AnswersSome 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
ALARMD	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

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

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			

