

Governance Comparisons Matrix I – SNOCOM, SNOPAC, SERS, NORCOM

Snohomish County: Population: 757,600 (2015) | 20 cities (incl. Bothell) | 21 municipal fire districts/agencies (in addition to cities providing fire service)

	SNOCOM	SNOPAC	SERS	NORCOM
Population Served¹	288,848	593,875	All of Snohomish County	654,000
# of Agencies served	9	37	41 (?)	14
Type of Entity	Nonprofit corporation Ch. 24.03 RCW	Joint Board (Technically not a separate legal entity)	Nonprofit corporation under Ch. 24.06 RCW	Nonprofit corporation under Ch. 24.06 RCW
Year started	1971	1973	1999	2007
Function	Public safety communications, police records retention and usage and other approved functions	Police, fire and EMS support communications, by radio or telephone	To design, develop, finance, acquire, operate, maintain the System of 800MHz radio comm. system and components (VHF paging, 900MHZ data/microwave network, etc.)	Receive and dispatch emergency calls for police, fire, EMS; Provide ongoing communications support to personnel in field; Updating, maintaining and managing the radio communications system – <i>excluding, unless authorized by the Board, the 800 MHz system--</i> and related systems; Emergent records initiation ; Establishing protocols for communications; Other powers as may be defined in future (supermajority vote item)
Members/ Owners	9 Cities	N/A	10 SNOCOM and SNOPAC are also signatories to the agreement but are not considered Members	14 -- 7 cities and 7 fire districts/agencies

¹Population count for SNOCOM and SNOPAC both includes population of overlapping service area (e.g., that area’s population is double counted).

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Adding a new Member	Requires unanimous consent of existing members	Process unclear.	Requires supermajority vote of Board	Requires supermajority vote of Governing Board
Can non-members buy services from the agency?	Not addressed in ILA.	Yes.	Not directly. ("Users" -- agencies having a contract with SNOCOM or SNOPAC)	Yes
Governance Board <ul style="list-style-type: none"> • Composition • Elected or non-elected officials? • Structure Concept • Terms • Alternates? 	<p>11 voting Members <i>Could be elected or non-elected—choice of legislative authority.</i></p> <p>1 rep for each member + 1 extra rep for each of the 3 largest cities.</p> <ul style="list-style-type: none"> • 1 each for city of Brier, Millcreek, Mukilteo and Woodway (4) • 2 each for Edmonds, Lynnwood and Mountlake Terrace (6) • 1 for FD#1 • <i>Terms</i> • Designated alternates allowed. 	<p>11 voting members <i>Mix of elected and non-elected.</i></p> <p>County Exec + Sheriff + Police & Fire reps from largest city +2 Fire Reps (1 Ops and 1 Elected) + 3 Police reps (Ops) + Police rep from 2nd largest City + Citizen</p> <ul style="list-style-type: none"> • County Exec or designee • Sheriff • Everett Police Chief • Everett Fire Chief • 1 Member Fire/EMS Tech. Adv. Comm. Elected by the TAC members (from a jurisdiction otherwise not represented) • 3 members of the Police TAC, elected by the TAC (from a jurisdiction otherwise not represented) • Citizen at Large selected by Board • 1 Fire Commissioner from Sno-Isle Commissioner's Assn. • Marysville Police Chief <p>Alternates: Each agency/appointing authority shall designate a single alternate for each Board member</p>	<p>10 voting members, one for the County and each of 9 City members</p> <p>One seat for each member</p> <p>Each member may designate alternate representatives</p>	<p>14 -- 1 for each member agency</p> <ul style="list-style-type: none"> • <i>mix of elected and non-elected—all CEOs</i> <p>Every member has a seat on the Board; must be the CEO.</p> <ul style="list-style-type: none"> • Members serve so long as remain CEO • Designated alternates allowed

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<ul style="list-style-type: none"> Voting Super-majority items? Weighting? 	<p>Simple majority approval of actions, each member has one vote.</p>	<p>Simple majority approval, <i>unless a weighted vote is called for.</i></p> <ul style="list-style-type: none"> Weighted votes require 66% approval by weight. Weight determined by current years % of assessments, with Citizen at Large having 10% weighted vote (total of 110%?); and for cities with 2 members “assumed that each member will represent an equal proportion of the entity’s total weight” 30 days advance notice required to take a weighted vote. 	<p>One member, one vote—<i>but any member can request a weighted vote on any item.</i></p> <p>Supermajority vote requires (a) at least 70% of Members in number and (b) 66.6% of members by weight. Weight is based on cost allocation model. Required for:</p> <ul style="list-style-type: none"> Adding members, Adding a dispatch center Approving system design Excess project capital costs beyond noted level Budget at 110% of last budget Amendments to agreement, Articles of Inc., Bylaws Terminating a member Terminating the ILA/dissolution of agency 	<p>By simple majority, non-weighted vote, <i>unless a weighted vote is called for.</i></p> <p><i>Weighted vote based on % of current budget years user fees.</i></p> <p>Super majority vote (2/3ds in number of all Principals present and voting, and 2/3ds by weight present and voting) required for:</p> <ul style="list-style-type: none"> Approving budget Issuing debt Acquiring assets >\$500K Adding member Appointing E.D. Amending agreement (except for certain terms requiring unanimity) Expanding scope of services Amending bylaws, articles Dissolution of agency
<ul style="list-style-type: none"> Powers of Board 	<p>All corporate powers reside in the Board (contracts, hire/fire, sue, establish rates/fees, make policy)</p>	<p>Adopt bylaws, allocate costs to members and agencies, dispose of property and funds upon dissolution, consult with TACs</p>	<ul style="list-style-type: none"> Approve system design, O&M standards, project schedule Approve cost allocation, financial policies Approve system repairs & allocate repair costs 	
<p>Operations Boards</p> <ul style="list-style-type: none"> Members Voting Powers 	<p>Police and Fire Technical Advisory Committees. Members: the Police and fire chiefs of each member agency, or their designee. Powers: To assist and advise the Director as to operational and procedural matters. Voting: Not specified in ILA</p>	<p>Police and Fire Technical Advisory Committees. Powers: Establish, review and approve all operational procedures. Instruct Exec. Dir. to implement procedures approved by unanimous vote of the TAC.</p>	<p>Technical Committee</p> <p>Any membership determined by Board.</p> <p>No voting rules or powers specified</p>	<p>Two “Service Boards:” Police and Fire/EMS. Collectively, the boards are known as the “Joint Operating Board”</p> <ul style="list-style-type: none"> Members: one seat for every principal and subscriber: the Police or Fire Chief or his/her alternate. The Joint Operating

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		<p>Police: 7 members (Sheriff, Everett + 5 other Police Chiefs elected by other Member Police Chiefs. Each member must designate an alternate.</p> <p>Fire: 8 members (Everett, Marysville + 6 others elected by other Member Fire Chiefs)</p> <p>Voting:</p>		<p>Board is the two sub-boards combined.</p> <ul style="list-style-type: none"> • Voting: One-member, one-vote • Powers: Provide advice to the Governing Board on all matters direction to the Executive Director as to operational decisions without financial impact. Propose personnel policy, operating policy, review and recommend draft budgets, establish subcommittees as needed.
Withdrawal by Members	24 months advance notice	<p>Mitigation of costs must be paid by withdrawing member, as determined by SNOPAC.</p> <p>12 months advance notice required, before end of a calendar year.</p> <p>Withdrawing members have no rights to any portion of assets.</p>	<ul style="list-style-type: none"> • Requires 3 years advance notice. • Will be held responsible for paying rates/assessments imposed before withdrawal: O & M; capital asset costs in service; reserves for in service assets. • Members determine value for paying for withdrawing member's interest in SERS assets, based on 6 equitable factors. 	<ul style="list-style-type: none"> • Withdrawal not allowed within initial 6 year term. Thereafter, notice of intent to withdraw must be given not less than 1-year prior to the end of a budget year (12/31) • Withdrawing Principals remain liable for debt obligations incurred through the date of notice, and for service and other expenses incurred through the date of withdrawal <p>Subscribers to be handled similarly (separate contract)</p>
Latecomers	If a new member joins, the Board shall determine the financial contribution from the new member. From the effective date of membership until next regular cost allocation amongst all members.	"Entrance Plan" developed for a new member.	The Board has discretion to determine the appropriate payment required for new members, taking into account past investment and formation cost. County must agree if proposed new member is in area that County solely financed.	

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Term of Agreement (length in years)	Perpetual until/unless terminated.	Perpetual until terminated	25 years unless earlier terminated	6-year initial term—then perpetual unless terminated per the termination provisions.
Termination of Agreement	Dissolution requires unanimous vote.	<ul style="list-style-type: none"> If 3 or fewer agencies remain, or agencies remaining have less than 50% of the “combined population of all agencies approving this Agreement.” Requires 12 months advance notice OR <ul style="list-style-type: none"> “Agreement of the signatory agencies,” effective on any date. (vote requirement unclear) 	At any date specified by Supermajority Vote	By simple majority of the Governing Board, effective as/when directed by Governing Board. Debt obligations survive termination (Nonprofit corporation statute requires 2/3ds vote to dissolve a nonprofit – this requirement will supersede ILA).
Amendment Of ILA Of BYLAWS	ILA: Unanimous agreement by each Member agency. Bylaws: Majority Vote, so long as consistent with Agreement (if not, requires unanimous consent of Member Agencies by legislative action)	ILA: By vote of Board of Directors, on 30 days’ notice (Funding formula change needs 180 days’ notice) Bylaws: Majority of a quorum, notice given at preceding meeting.	ILA: Supermajority Vote Bylaws: Not specified	ILA: By supermajority of the Governing Board, except that any amendment affect terms and conditions of membership on the Governing Board or voting rights of the Governing Board shall require consent of the legislative authorities of <u>all</u> Principals. Bylaws: Supermajority Vote