

### Governance Comparisons Matrix II -- CRESA, South Sound 911, TCOMM 911, Community Transit

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

	<b>CRESA<sup>1</sup></b>	<b>South Sound 911<sup>2</sup></b>	<b>TCOMM911<sup>3</sup></b>	<b>Community Transit<sup>4</sup></b>
<b>Population Served<sup>5</sup></b>	443,000	820,00	605,000	757,600
<b># of Agencies served</b>	26 (19 of these are members; the other 7 purchase services)	41 (all but 6 are served through service contracts—not member agencies)	26 (20 member agencies)	“Service area” includes 19 component cities plus the County” (Excludes Everett)
<b>Type of Entity</b>	A <b>separate legal entity</b> per RCW 29.24.030(3)(b).	<b>Joint Board</b> (not apparently established as a separate legal entity)	Separate legal entity --Nonprofit corporation per Ch. 2406 RCW / Interlocal Cooperation Act	Separate municipal corporation, authorized by Ch. 36.57A RCW “public transportation benefit area corporation”
<b>Year started</b>	Current consolidated agreement executed in 2001, merging several other cooperative agencies.	Original ILA 2011; most recently ILA signed in 2014 adding Puyallup. ED for new org. hired in Feb. 2013.	1995 – Formed as nonprofit in 2010.	1976
<b>Function</b>	<ul style="list-style-type: none"> <li>• <b>9-1-1 dispatch, regional 800 MHz</b> and conventional radio system and services (to all members)</li> <li>• <b>regional emergency management services</b> (to the County and cities but not the fire districts)</li> <li>• material and staff support for the emergency management services district covering most of the County</li> </ul> Some participants receive all services, and some receiving only dispatch/800MHz related services	“providing communications services” defined as “24 hour dispatch for law enforcement services and fire services, radio system operations, or any communication service recommended by the Operations Board and approve by the Policy Board.” 2 primary PSAPs—2 secondary, goal is to consolidate all 4. Also has <b>records division</b> . Moving 7 divisions to one building.	To provide “communications services” -- 24 hour dispatch for law enforcement, fire services and Medic One, or any communications services recommended by the Operations Board and approved by the Administration Board.	Own and operate the County transit system

<sup>1</sup> Clark County Regional Emergency Services Agency.

<sup>2</sup> Pierce County.

<sup>3</sup> Thurston County

<sup>4</sup> Snohomish County

<sup>5</sup> Population data for CRESA, SS911 and TCOMM911 provided by agency staff in interviews with Lynnwood Deputy Police Chief Bryan Stanifer.

	<b>CRESA<sup>1</sup></b>	<b>South Sound 911<sup>2</sup></b>	<b>TCOMM911<sup>3</sup></b>	<b>Community Transit<sup>4</sup></b>
		Still finalizing site for a single consolidated dispatch facility.		
<b>Members/ Owners</b>	ILA signatories are members: <b>19 Members</b> -- 7 cities, Clark County, and 11 fire districts	Signatories to the ILA are Members: <b>6 agencies.</b> (County, 4 cities, 1 fire district)	ILA signatories: County, 7 cities, 12 fire districts/RFA's ( <b>20</b> )	--- N/A— 20 jurisdictions served – 19 cities plus the County --- everyone but Everett (has its own transit system)
<b>Adding a new Member</b>	Not addressed in ILA.	Allowed by vote of Policy Board.		
<b>Can non-members buy services from the agency?</b>	Yes (agencies that are neither general purpose government agencies nor public service providers) but <i>general purpose governments/public service providers must join as regular members.</i>	Yes.	Yes	N/A
<b>Governance Board</b> <ul style="list-style-type: none"> <li>• Composition</li> <li>• Elected or non-elected officials?</li> <li>• <b>Structure concept</b></li> <li>• Terms</li> <li>• Alternates?</li> </ul>	<b>Administrative Board</b> <b>9 members</b> <i>mix of elected and non-elected</i>  <b>County Admin + Largest City Admin + Smaller Cities Rep + Sheriff + Police Rep + Largest City Fire Rep + Other Fire Rep + Customer + EMS</b>  <ul style="list-style-type: none"> <li>• Clark County administrator or designee (must be non-elected)</li> <li>• Vancouver City Manager or designee (non-elected)</li> <li>• Small City representative appt'd. by small city mayors (may be an elected official)</li> <li>• Clark County Sheriff or designee</li> </ul>	<b>"Policy Board"</b> <b>10 members</b> <i>all elected</i>  <b>County Council + Largest City Mayor + Largest City Council + all Medium Cities Reps + Sheriff + Largest Fire Rep + 1 Small Cities Rep</b>  <ul style="list-style-type: none"> <li>• 1 county council rep</li> <li>• Pierce County Exec</li> <li>• Mayor of Tacoma</li> <li>• 1 Tacoma council rep</li> <li>• Mayor or Councilmember from each of the other 3 cities (Lakewood, Puyallup and Fife)</li> <li>• Sheriff</li> </ul>	<b>"Administration Board"</b> <b>8 Voting members + 1 non-voting</b> <i>all elected officials</i>  <b>County Commission + 1 from each large city (3) + Sheriff + Small Cities Rep + Largest FD Rep + Smaller FDs Rep.</b> Voting members: <ul style="list-style-type: none"> <li>• 1 – County Commission</li> <li>• 3-- Mayor or Council from each of the large cities: Olympia, Lacy, Tumwater</li> <li>• 1 – the Sheriff</li> <li>• 1 –Mayor or Council to represent the 4 small cities – Yelm, Tenino, Rainier, Bucoda</li> <li>• 1 Thurston County FPD #3</li> </ul>	<b>Governing Board</b> <b>10 members max, including 1 non-voting labor representative.</b> Pre-scribed by state statute. <i>all elected officials except non-voting rep</i> <b>2 County Council + 2 large cities + 3 medium cities + 2 small cities</b> Voting members: (9) <ul style="list-style-type: none"> <li>• 2 (and 1 alternate) from the County Council</li> <li>• 2 (and 1 alternate) from cities with populations of 35,000 or more</li> <li>• 3 (and 2 alternates) from cities with populations between 15K-35K</li> <li>• 2 (and 1 alternate) from cities with populations &lt;15K</li> </ul> Elected by caucuses every 2 years

	<b>CRESA<sup>1</sup></b>	<b>South Sound 911<sup>2</sup></b>	<b>TCOMM911<sup>3</sup></b>	<b>Community Transit<sup>4</sup></b>
	<ul style="list-style-type: none"> <li>Police representative (appt'd. by Clark County Regional Law Enforcement Planning Council)</li> <li>Vancouver Fire Dept. rep.</li> <li>Fire rep. appt'd by Clark County Fire Chief's Assn.</li> <li><b>CFO of a large business/industry</b> that is appointed to the Local Emergency Planning Committee.</li> <li>Rep from an EMS district providing "public transport service."</li> </ul> <p>No provision for alternates, but note several members may send designees.</p>	<ul style="list-style-type: none"> <li>Commissioner from the member fire agency (West Pierce Fire and Rescu3)</li> <li>1 mayor from a city with a population under 50K that contracts for service from either the Agency or a Member. (appointed by the other Policy Board Members)</li> </ul> <p>No provision for alternates in ILA</p>	<ul style="list-style-type: none"> <li>1—to represent all other Member agencies (the other 11 Fire Districts/RFAs)</li> </ul> <p>1 non-voting member: Chair of Ops Board</p> <p>No terms; serve at pleasure of entities they represent. Each member may have a designated alternate (no qualifications identified)</p>	<p>Nonvoting (1):</p> <ul style="list-style-type: none"> <li>representing unions. Selected by the bargaining units, every 2 years.</li> </ul> <p>Cities without a direct seat (e.g., not selected by their caucus) can "designate" any Board member to represent them on an issue. Notice to Board required.</p> <p>Alternates required.</p>
<ul style="list-style-type: none"> <li><b>Voting</b></li> <li>Super-majority items?</li> <li>Weighting?</li> </ul>	<p>Board members each have 1 vote.</p> <p>Most votes are simple majority. <b>Supermajority required:</b></p> <ul style="list-style-type: none"> <li>to modify or terminate the agreement</li> <li>to define right to reimbursement for capital contributions</li> <li>to modify structure/membership of Board (such change must also be approved by majority of participating agencies).</li> </ul> <p>Supermajority of those receiving a service impacted by a proposed amendment must approve such amendment (relates to bifurcated function).</p>	<p>Not described in ILA or Bylaws, so presumably 1-person 1 vote, no provision for weighted voting.</p>	<p>Board members have 1 vote.</p> <p><b>Supermajority votes</b> (not less than 2/3s of all members) required for certain items:</p> <ul style="list-style-type: none"> <li>adding or terminating a member</li> <li>amending the articles, bylaws</li> <li>terminating a board member</li> <li>setting member assessments</li> <li>terminating the ILA (also requires ratification by 2/3s of agencies)</li> <li>changing corporate form</li> <li>dissolution</li> </ul>	<p>Not specified in Bylaws (presumably each of the 9 voting members has 1 vote—there are no provisions outlined for weighted votes)</p>

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			No provision for weighted votes. ILA amendment requires unanimous consent.	
<ul style="list-style-type: none"> <li><b>Powers of Board</b></li> </ul>	Establish bylaws; “recommend appropriate action to the legislative bodies of the participating members”; <b>appoint and supervise the director</b> ; establish cost allocation formulas, rates; review and adopt the budget; approve expenditures; purchase property; mortgage property; enter into contracts with future members;	Approve bylaws, budget, approve contracts in excess of \$50K; budget policies, appoint the Executive Director & set his/her salary. Approve assessment formula/change it; ratify labor agreements, adopt personnel rules, set fees and assessments	All powers of the agency reside in the Board	Govern agency; hire/fire executive director
<b>Operations Boards</b> <ul style="list-style-type: none"> <li>Members</li> <li>Voting</li> <li>Powers</li> <li>Alternates?</li> </ul>	<b>Financial Subcommittee</b> Subcommittee has “minimum” of 5 members: One each from: Clark County, Vancouver, small cities, fire districts, CRESA staff.  <i>Role of subcommittee is to recommend options for debt, equipment replacement and ongoing operations, as well as allocation formulas, rates and charges.</i>  <b>No user group committees</b> for operational advice are mentioned in the ILA.	<b>Operations Board</b> <b>Members:</b> Members of the Law Enforcement Services and Fire Services Committees. <b>Vote:</b> Each member has 1 vote. If not consensus, then voting weighted by # of commissioned offers % / uniformed personnel %; both Committees must agree to approve any motion—lack of agreement sends item to Policy Board for decision. <b>Powers:</b> <ul style="list-style-type: none"> <li>Develop their own governance procedures.</li> <li>Recommend who should be the ED</li> <li><b>Supervise and terminate the ED (majority vote)</b></li> <li>Develop operational policies</li> </ul>	<b>“Operations Board”</b> <b>Members:</b> 10 members: <b>5 police:</b> <ul style="list-style-type: none"> <li>sheriff,</li> <li>Chiefs of Police from the 3 largest Cities</li> <li>one Chief representing the 4 small cities</li> </ul> <b>4 Fire:</b> <ul style="list-style-type: none"> <li>Chief of Olympia, Tumwater and Fire District 3</li> <li>1 to rep all remaining fire agencies</li> </ul> 1 EMS (Medic one) Administrator rep <b>Votes:</b> Each member has one vote. Majority vote to act. <b>Alternates:</b> Yes. Two Standing subcommittees of Police and Fire members.	Governed by statute

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		<ul style="list-style-type: none"> <li>• Approve provision of additional services</li> <li>• Ensure compliance with privacy laws</li> </ul> <p><b>Law Enforcement Services Committee</b></p> <ul style="list-style-type: none"> <li>• <b>Members:</b> the police chief/sheriff from each member agency. (6)</li> <li>• <b>Powers:</b> Advisory.</li> </ul> <p><b>Fire Services Committee</b></p> <ul style="list-style-type: none"> <li>• <b>Members:</b> Fire chiefs of Tacoma and West Piece F&amp;R.</li> <li>• <b>Powers:</b> Advisory</li> <li>•</li> </ul>	<p>Powers:</p> <ul style="list-style-type: none"> <li>• Develop operational policies</li> <li>• Recommend whether additional services should be provided</li> </ul>	
<b>Withdrawal by Members</b>	<p>Upon <b>1-year's notice</b> (coinciding with end of calendar/budget year) after minimum of four years after agreement commences.</p> <p>Withdrawing members are entitled to compensation or responsible for continued payments based on a formula (tied to members share of outstanding debt, depreciated asset value)</p>	<p>By giving notice prior to June 1 of the then current 1-year term, may withdraw at end of term.</p> <p>Withdrawing parties remain liable for any obligations incurred while a member.</p>	<p>Requires 6 months advance notice (by June 1). Members remain responsible for fees/assessments while still a member and are also charged their allocable share of any 'obligations' of TCOMM911—including debt—for other obligations incurred by TCOMM as of the date of the withdrawal notice.</p>	Governed by statute
<b>Latecomers</b>	<p>General purpose governments or public service providers may join by approving and signing the agreement (with CRESA Board approval). No other provisions.</p>	<p>Upon such terms and conditions as determined by the Policy Board</p>	<p>Requires supermajority vote of Board. Board may in its sole discretion determine appropriate payment required of an additional member.</p>	Governed by statute

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<b>Term of Agreement (length in years)</b>	Perpetual	Minimum of 1 year, and then for subsequent 1 year term indefinitely	30 years, then 5 year automatic extensions	N/A
<b>Termination of Agreement</b>	By supermajority vote of the Board, with minimum of 1-year advance notice.	Not specified—apparently treated like an amendment—unanimous consent by parties.	Requires supermajority vote and ratification of not less than 2/3ds of all member agencies. Can occur any date specified	N/A
<b>Amendment Of ILA:</b> <b>Of BYLAWS:</b>	<p><b>ILA:</b> Requires Super-majority vote of Administrative Board; provided that Emergency Management Services amendments require majority of the CRESA Administrative Board members representing members receiving those services.</p> <p>Membership and structure of the CRESA Administrative Board may be modified through an amendment recommended by a Super-majority of the Administrative Board, and approved by the majority of the participating agencies.</p> <p>(Bylaws not reviewed)</p>	<p><b>ILA:</b> By written agreement of all parties.</p> <p><b>Bylaws:</b> By 2/3 supermajority vote of entire Policy Board</p>	<p><b>ILA:</b> Requires agreement of all Member Agencies</p> <p><b>Bylaws:</b> by Supermajority Vote</p>	<p><b>Bylaws:</b> 2/3 of whole board,, 1 week advance notice.</p>