



**SNOHOMISH COUNTY 911 BOARD OF DIRECTORS
REGULAR MEETING AGENDA**

July 21, 2022 at 8:30 a.m.

Web Conference – Join Zoom Meeting

<https://us02web.zoom.us/j/86000466014?pwd=YWxBbE9HMIJuT2ZXMmtYVU8rSnBkUT09>

**Meeting ID: 860 0046 6014, Passcode: 195881
or dial +1 253 215 8782**

Physical location: Everett Police South Precinct, 1121 SE Everett Mall Way, Everett, WA

Please note that most Board members and staff attend the meeting remotely. However, pursuant to RCW 42.30, a physical location is also provided.

- 1. Call to Order**
 - A. Roll Call**
 - B. Announcements**
- 2. Public Comments**
- 3. Approval of Agenda**
- 4. Moment of Silence for Councilmember Kristiana Johnson**
- 5. Consent Agenda**
 - A. Minutes from the June 16, 2022 Board Meeting.....3**
 - B. Minutes from the June 29, 2022 Special Board Meeting9**
 - C. HR Notification Policy11**
 - D. June 2022 Blanket Voucher & Payroll Approval Form:**
 - i. Checks 16110-16200, for a total of \$1,008,432.36
 - ii. Payroll Direct Deposit, in the amount of \$977,966.58
- 6. Director's Report**
- 7. Old Business**
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 - B. Appointment to Radio Advisory Board (Elected City Official)**
 - C. Future Facility Bonding Amount**
- 8. New Business**
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	D. County ECSF Program Advisory Board	
	E. Future Facility (No meeting)	
	F. Board Technical Leadership (No meeting)	
13.	Good of the Order	
14.	Adjourn	

SNOHOMISH COUNTY 911 BOARD of DIRECTORS MEETING

June 16, 2022

Board Members & Management in Attendance	☒ Jon Nehring (President)	Marysville	☒ Jonathan Ventura	Arlington Police
	☒ Dave DeMarco	Everett Fire	☒ Richard Emery	Mukilteo
	☒ Derek Daniels	South County Fire	☒ Pete Caw	Mntlk Terrace PD
	☒ Steve Guptill	SRFR	☒ Kurt Mills	Snohomish Co 911
	☒ Darryl Neuhoﬀ	Marysville Fire	☐ Terry Peterson	Snohomish Co 911
	☒ Ryan Shaughnessy	Fire District 15	☐ Angie Baird	Snohomish Co 911
	☒ Ian Huri	SCSO Undersheriff	☒ Andie Burton	Snohomish Co 911
	☐ Jason Biermann	Snohomish County	☐ Marlin Herolaga	Snohomish Co 911
	☐ Dan Templeman	Everett Police	☒ Brent Meyer	Snohomish Co 911
	☒ Judy Tuohy	Everett	☐ Howard Tucker	Snohomish Co 911
	☒ Rod Sniffen	Edmonds Police	☐ Steve Lawlor	Snohomish Co 911
	☒ George Hurst	Lynnwood	☒ Jordan Stephens	Legal Counsel
Alternate Board Members in Attendance	☒ Thad Hovis (arr. 9 am)	South County Fire	☒ Jim Nelson	Lynnwood Police
	☒ Roy Waugh	SRFR	☒ Jim Lawless	Marysville Police
	☒ Rich Llewellyn	Everett Fire	☒ Kristiana Johnson	Edmonds
	☐ Chad Schmidt	Fire District 21	☒ Cheol Kang	Mukilteo Police
	☐ Ken Klein	Snohomish County	☒ Jeff Beazizo	Lake Stevens Police
	☒ Scott Robertson	SCSO Bureau Chief	☒ Dale Kaemingk	Brier
	☐ Jeraud Irving	Everett Police		
	☒ Don Schwab	Everett		
Guests and Staff in Attendance	David Chan - Attending as a member of the public		Hattie Schweitzer - SNO911 - Public Location	
	Riley McGinnis - Public		Chris Ampongan - SNO911	
	Jeff Capeloto - Anderson Hunter		Sharon Brendle - SNO911 (Notetaker)	
	Kyoko Matsumoto-Wright - Mountlake Terrace			

AGENDA ITEMS	REPORTS & COMMENTS	ACTION OR FOLLOW-UP
1. Call to Order, Roll Call and Announcements	President Nehring called the meeting to order at 8:30 a.m. A roll call was called and a quorum was confirmed.	
2. Public Comments	David Chan, acting in his capacity as a private citizen, expressed his appreciation to SNO911 for their coordinated efforts and the organization the agency shows in a crisis. He also expressed his thanks for the assistance he received on a recent 911 call he made for a family member.	
3. Approval of Agenda	Executive Director Mills requested an order change to the agenda. Item 8B will discussed during Executive Session, immediately after Consent Agenda. Attorney Jeff Capeloto with Anderson Hunter will be in attendance during the Executive Session. <i>Deputy Chief Darryl Neuhoﬀ moved and Councilmember George Hurst seconded to approve the agenda as modified. The motion passed unanimously.</i>	Agenda approved as Amended
4. Consent Agenda	<i>Deputy Chief Neuhoﬀ moved and Commissioner Daniels</i>	

	seconded to approve the Consent Agenda, including: A. Minutes from the May 19, 2022 board meeting; B. May 2022 Blanket Voucher and Payroll Approval Form: Checks 15952 - 16109, for a total of \$1,544,520.20; and Payroll Direct Deposit in the amount of \$1,096,335.36. C. Bothell Nike Lease - 4th Amendment The motion passed with Councilmember Richard Emery abstaining.	Consent Agenda Approved
Executive Session	Attorney Jordan Stephens announced that the Snohomish County 911 Board of Directors moved into Executive Session at 8:45 a.m. pursuant to RCW 42.30.110 (1)(b) to consider the selection of a site or the acquisition of real estate by lease or purchase, as public knowledge would cause the likelihood of an increased price. The Executive Session will conclude at 9:00 a.m. At the conclusion of the Executive Session the board will return to their regular board meeting, and there may be action taken. The Executive Session was extended at 9:00 a.m. for 5 minutes.	
Return to Regular Session	President Nehring returned the Board to Regular Session at 9:05 a.m. and the board took the following actions: Deputy Chief Neuhoﬀ moved to authorize the Director to sign the PSA, if the Director and the Future Facilities Committee determines it's substantially in the same form as presented, and to pay the earnest money deposit, provided the contingency that the final executed Agreement is subject to Board approval and remains included in the final PSA, subject to legal review. Seconded by Councilmember Emery, the motion was approved unanimously.	Motion approved
5. Director's Report	Director Mills shared a PowerPoint slide presentation and updated the board on some matters concerning the agency: • He reported that the deputy director recently attended the National NENA conference where he was invited to share the story of the consolidation of the two PSAPs. Around 75 people attended, with the main reason being staffing challenges everyone is facing. • He reported on the high level of coordination between Ops staff and Radio staff in their dealing with the brief radio site issue that was recently experienced. He stated how pleased he was that the teams worked so well together and added that having a consolidated agency contributed to that coordination. • He reported good results coming from the self-proctored tests that SNO911 is now doing for dispatch applicants. There are 12 applicants scheduled for the next testing at the South Campus facility. • The Gold Hill Radio Site was broken into twice in the past week. The second event was caught on video and the suspect was subsequently arrested while he was asleep in his vehicle. Some emergency repairs to secure the facility have been started.	

6. Executive Summary	Director of Operations Andie Burton presented an Executive Summary on the current staffing situation and provided the Board with information and an overview of the challenges they are experiencing, as well as their response and how they plan to get ahead of it. With some of the changes recently made, she wanted to thank the fire agencies for their engagement and feedback. Questions and discussion followed her presentation. One question asked how long the compression of talk groups was estimated to last. The plan discussed at Fire TAC was for 90 days. Shifts where those TAC groups are combined will be tracked so at the end of the year a total can be known that will help determine if any carryover can be applied to next year's assessment costs. Potential formula changes were also discussed as to whether those changes were to last longer than 90 days. The director was also asked if there were any considerations given to Law Enforcement on consolidating some talk groups there. His response was that everything was explored, but it was determined that there would be the least disruption to Fire based on the evening call volume. Director Burton added that they will work towards staffing the 4th of July at a normal level as best they can, being aware of how busy that holiday is for fire departments.	
7. Old Business	A. Board and Committee Vacancies. Director Mills reported that there is still a vacancy with the ECSF Advisory Board. He announced that Commissioner Daniels had expressed his interest in serving on the committee, but according to the County's restrictions, it was determined that the vacancy was only open to elected city officials. Councilmember Richard Emery and Mayor Dale Kaemingk both expressed interest, but would like more information on the requirements and time commitment. This agenda item is tabled until July. B. Annual Report Approval. A high resolution version of the annual report was emailed out to the board members prior to the meeting. <i>Deputy Chief Neuhoff moved to approve the 2021 Annual Report as presented; seconded by Councilmember Hurst and approved unanimously.</i> C. Finance Manager Placement Fee. Director Mills reported that since February they had some difficulty filling a couple of vacant finance positions and used the services of a placement agency, which was authorized by the board. He explained that with that use there is a premium for hours worked as well as a placement fee if the person is permanently hired. The director is asking for an additional amount of \$23,000 be authorized to cover the placement fee. <i>Deputy Chief Neuhoff moved to authorize an additional \$23,000 for placement fees, bringing the total placement fee amount to \$68,000. Seconded by Councilmember Emery and approved unanimously.</i>	More information on the advisory board to be provided. Motion approved Motion approved
8. New Business	A. APCO International Leadership in Technology Award. Director Mills reported that SNO911 was selected to receive the "Large Center Leadership in Technology" Award. APCO is	

	approval. An early July meeting will be held to consider the budget. The APF contains a summary on the key talking points, along with a high level overview related to the future facility and some modifications to the revenue projections. He commented that SNO911 is anticipating receiving money earlier for the M&O (Maintenance and Operations) funding of the center. The county recently updated the previously conservative revenue projections for these funds. Recommendations on how to use the additional funds will come to the board for approval. Deputy Chief Neuhoff moved to recommend the 2023 SNO911 ECSF Budget Request to the Radio Advisory Board as presented. The motion was seconded by Councilmember Emery and approved unanimously. G. Radio Fleet Expansion Requests. Director Mills explained that they received requests from Monroe Police and from South County Fire. The APF contained specific amounts and costs for the requested radios. Deputy Chief Neuhoff moved to authorize staff to move forward with the June 1st Monroe PD Fleet Expansion Request to be funded from Fund 140. The motion was seconded by Councilmember Emery and approved unanimously. Deputy Chief Neuhoff moved to authorize staff to move forward with the May 26th South County Fire Fleet Expansion Request to be funded from Fund 140. The motion was seconded by Councilmember Emery and approved unanimously.	Motion approved Motion approved Motion approved
9. Reports	A. Agency Reports. The written report was included in the packet, and there was nothing additional to report B. Radio Replacement Project (RRP) Update. Director Mills reported that they have renewed discussions with Snohomish Regional Fire & Rescue (SRFR) on the Machias Radio Site. They are working on finding someone to stake the property as well as setting up a meeting with the chief. It's an area of weak coverage. He thanked Assistant Chief Steve Guphill for his support. He also reported that labor issues the agency is facing is also being faced by vendors involved in the radio replacement project. He reports quality issues with installation as well as vendors that started on the project but left before completion. These may impact the project's timeline moving forward. They are pressuring Motorola to handle those issues and keep the project on track. C. Police TAC. Nothing more to report. D. Fire TAC. Minutes from the regular meeting and special meeting were included in the packet. Chief Hovis reported that Chief Andrews will continue on as Fire TAC Chair, and Deputy Chief John Chalfant will be Vice Chair.	
10. Committee Reports	A. Finance Committee. Nothing more to report. B. Personnel Committee. Committee Chair George Hurst reported that they continue to work with the consultant on the	

	compensation study. A special meeting with the committee has been scheduled for later in July. C. County EESCS Committee. Nothing more to report. D. County ECSF Program Advisory Board. The next meeting is scheduled for early July. E. Future Facility Committee. Assistant Chief Rich Llewellyn reported that Chief DeMarco will continue in the role of chair. F. Board Technical Leadership. No meeting.	
11. Good of the Order	None	
12. Adjourned	The meeting was adjourned at 10:15 a.m. The next meeting is scheduled for July 21, 2022, at 8:30 a.m.	

SNOHOMISH COUNTY 911 SPECIAL BOARD of DIRECTORS MEETING

June 29, 2022

Board Members & Management in Attendance	☒ Jon Nehring (President)	Marysville	☒ Jonathan Ventura	Arlington Police
	☒ Dave DeMarco	Everett Fire	☐ Richard Emery	Mukilteo
	☒ Derek Daniels	South County Fire	☒ Pete Caw	Mntlk Terrace PD
	☐ Steve Guptill	SRFR	☒ Kurt Mills	Snohomish Co 911
	☒ Darryl Neuhoﬀ	Marysville Fire	☐ Terry Peterson	Snohomish Co 911
	☒ Ryan Shaughnessy	Fire District 15	☒ Angie Baird	Snohomish Co 911
	☐ Ian Huri	SCSO Undersheriff	☒ Andie Burton	Snohomish Co 911
	☐ Jason Biermann	Snohomish County	☒ Marlin Herolaga	Snohomish Co 911
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	☒ Rod Sniffen	Edmonds Police	☐ Steve Lawlor	Snohomish Co 911
	☒ George Hurst	Lynnwood	☒ Jordan Stephens	Legal Counsel
Alternate Board Members in Attendance	☐ Thad Hovis	South County Fire	☐ Jim Nelson	Lynnwood Police
	☐ Roy Waugh	SRFR	☐ Jim Lawless	Marysville Police
	☒ Rich Llewellyn	Everett Fire	☐ Kristiana Johnson	Edmonds
	☐ Chad Schmidt	Fire District 21	☐ Cheol Kang	Mukilteo Police
	☐ Ken Klein	Snohomish County	☐ Jeff Beazizo	Lake Stevens Police
	☐ Scott Robertson	SCSO Bureau Chief	☒ Dale Kaemingk	Brier
	☐ Jeraud Irving	Everett Police		
	☐ Don Schwab	Everett		
Guests and Staff in Attendance	Jeff Capeloto - Anderson Hunter		Hattie Schweitzer - SNO911 - Public Location	
	Kevin Fromm - OAC		Wade Anderson - SNO911	
	Tyson Heriot - Heartland		Sharon Brendle - SNO911 (Notetaker)	

AGENDA ITEMS	REPORTS & COMMENTS	ACTION OR FOLLOW-UP
1. Call to Order, Roll Call and Announcements	President Nehring called the Special Meeting to order at 10:01 a.m. A. Roll Call. Roll was taken and a quorum was confirmed. B. Announcements. Director Kurt Mills announced that Director Angie Baird, who covers both the Finance and Human Resource departments, will be leaving the agency soon for a job in San Juan County. He added that Director Baird is one of the longest tenured director on the team with 17 years beginning with SNO911. Director Baird not only oversees Finance and HR, but the Admin team and the Records Department, and is primarily responsible for the agency's clean audit history. The mayor and other board members wished her well and thanked her for her hard work, dedication, financial stewardship, and overall guidance, especially during the challenging consolidation period. Director Mills added that there will be discussion on filling her vacancy with two positions at the next board meeting.	

2. Public Comments	None	
3. Old Business	A. Future Facility Purchase & Sale Agreement (PSA). Director Mills explained that on June 16th the board reviewed the PSA and authorized the director to sign it. The PSA contained a 20 day clause for the board to take final action. He reported that negotiations proceeded rapidly, asked the seller for a few extra days to produce a final PSA that the board could review and approve. The board also authorized issuing the \$500,000 earnest money. This amount will be coming from a capital project fund for the future facility. He added that once the PSA is signed, they move into a 90 day inspection period to conduct due diligence in order to establish that the building will be a good fit for SNO911. He will present the PSA in Executive Session. This is identical to the one previously emailed out. Attorney Jordan Stephens announced that the Snohomish County 911 Board of Directors moved into Executive Session at 10:10 a.m. pursuant to RCW 42.30.110 (1)(b) to consider the selection of a site or the acquisition of real estate by lease or purchase, as public knowledge could cause the likelihood of increased price. The Executive Session was scheduled to conclude at 10:20 a.m. At the conclusion of the Executive Session, it is expected that the board will return to their special meeting, with action anticipated.	
4. Return to Regular Session	President Nehring returned the Board to Regular Session at 10:20 a.m. with the board taking the following action: <i>Deputy Chief Darryl Neuhoﬀ moved to authorize signing of the Purchase and Sale Contract for the property located at 332 SW Everett Mall Way, as presented and begin the necessary inspections to ensure the facility is suitable for SNO911. The motion was seconded by Councilmember George Hurst and approved unanimously.</i>	
5. Additional Announcement	▪ Director Mills reported that he sent out a meeting invite to any board member who wishes to attend the walk-through of the new building on July 6th at 1:00 p.m. ▪ The director also introduced the board to Wade Anderson, SNO911's new Finance Manager. He explained that Mr. Anderson has been helping the agency out for a few months as a contractor but is now an official employee. The mayor welcomed Mr. Anderson, who in turn expressed his thanks and shared that he was looking forward to working with the board.	
6. Adjourned	The meeting was adjourned at 10:25 a.m. The next meeting is scheduled for July 21, 2022, at 8:30 a.m.	



Action Proposal Form

Date: 07/11/2022

Title: HR Notification Policy

Background / Purpose:

This is a new PAM Policy that will take the place of a Dispatch Center policy. The agency has grown and it is best if this policy exists agency wide rather than each department developing their own policy.

This policy has been reviewed by our labor attorney at Summit.

Suggested Action/Recommendation:

Approve the HR Notifications Policy for the Personnel Administrative Manual

Fund: N/A

**SNOHOMISH COUNTY 911
Personnel Administrative Manual
POLICY #6.11**

Human Resource Notifications

DRAFT 7/21/2022

POLICY

Directors, Managers and Supervisors play a critical role in managing legal risk. The purpose of this policy is to provide guidance and establish standards and provide general guideline for when and how to make notifications to Human Resources. Human Resources will ensure that appropriate processes are followed to notify employees of their legal rights, ensure those rights are protected and track timelines/eligibility issues.

Those who supervise staff are encouraged to consult with Human Resources whenever a question arises that may implicate protected rights or employee safety.

GENERAL GUIDELINES:

1. The following incidents/events require notification to Human Resources. Human resources will either handle or assist the supervisor in handling communications to determine if protected rights are involved:
 - A. Facts that may suggest an FMLA qualifying event:
 1. Absent 3 consecutive shifts.
 2. Discussion about current or future medical issues involving an employee or an employee's spouse, child, or parent.
 3. An employee who is pregnant or whose spouse is pregnant. An employee who is adopting or placing a foster child.
 4. A qualifying exigency (refer to PAM - Medical Leave of Absence).
 - B. Facts that may suggest an ADA Qualifying medical condition:
 1. When the employee tells you they have a qualifying ADA condition.
 2. Observations that an employee is having difficulty performing the essential functions of the job, combined with some reason to believe a physical or mental disability is a factor.
 - C. Domestic Violence
 1. An employee's disclosure that they are in relationship that includes domestic violence.
 2. Observations that lead you to suspect an employee is in a relationship that includes domestic violence.

3. An employee request for time off work for court date(s) or to relocate to a new residence due to a legal situation.

D. Leaves of Absence

1. Military Leaves
2. Bereavement leave
 - a. Initial bereavement request.
 - b. Any request above the 3 or 5 bereavement days allowed per the contract.
3. Jury Duty Summons
4. Requests for Discretionary Leaves of Absence
5. Other Extended periods of leave and/or any time off without pay.

E. On-the-job injuries

F. Harassment claims

1. Any discussion about conduct or actions that could be creating a hostile, abusive or intimidating work environment.
2. Discussion or suggestion by an employee that the employee feels mistreated because they are part of a protected class.
3. Harassment complaints must be reported even if the employee requests confidentiality.

G. Accommodation requests

1. Any request to modify or adjust a work process or the work environment (e.g. headset requests, request to use a ball chair, request for a new keyboard, request for extended breaks due to medical needs), whether or not the employee uses the term “reasonable accommodation.”
2. Accommodation requests can come in any form. The phrase ‘reasonable accommodation’ does not need to be used for a request to be made. HR will engage in the interactive process with an employee and determine if an accommodation will be made.
3. Request to accommodate the needs of nursing Mothers.
4. All other situations where you feel an accommodation should be made to assist an employee to be able to perform the job duties, regardless of whether the employee initiated the request.

H. Employees absent on a paid holiday.

- I. Other personnel issues preventing the employee from performing the essential functions of the job

2. Notifications:

- A. Route information to HR via the Outlook email group: HR@sno911.org
- B. If unsure whether an issue warrants notification, send the information to HR.

II. Reference:

PAM 5.4 – Jury Duty

PAM 6.3 – Military Leave of Absence

PAM 6.4 - Medical Leave of Absence

PAM 6.5 – Discretionary Leave of Absence

PAM 6.6 – Bereavement Leave

PAM 6.7 – Domestic Violence Leave

PAM 6.8 – Break Time for Nursing Mothers

PAM 6.9 – Unpaid Leave for Reasons of Faith or Conscience

PAM 6.10 – Paid Family and Medical Leave

Action Proposal Form

Date: 07/06/2022

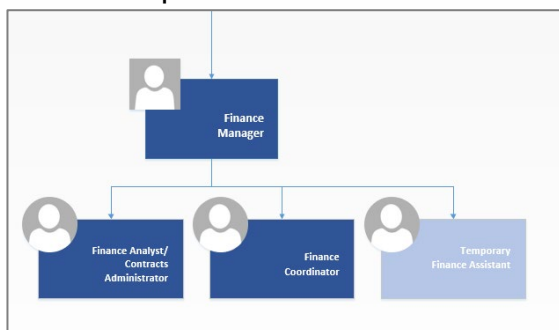
Title: Finance Assistant / Coordinator

Background / Purpose:

In October 2021 the Board approved a temporary authorization for the Finance Assistant position through August 2022. This occurred after our Finance Coordinator and Finance Manager left the agency and we were struggling to complete our core financial tasks and necessary oversight including the timely processing of payroll, accounts payable, accounts receivable, funds transfers, journal entries and other important duties. The loss of the Finance Coordinator also highlighted the critical need for redundancy in this position. We previously relied on the Finance Analyst/Contract Coordinator for redundancy and quickly realized that given the workload and complexity of our operation this was not sustainable. Additionally, the workload is as such that we need two people not just for redundancy but also for workload. With our large and complex agency that includes over 160 staff within multiple departments as well as on-going large projects and additional radio system oversight duties it is important that this department has the resources necessary to provide responsible oversight that funds and supports our agency, employees and member agencies.

We have a strong individual in this role already. The existing board authorization expires in August and it is very important that we retain the position that we project will cost approximately \$40,902 for the remainder of the year to be absorbed within the existing Budget. We will seek to make this a permanent position as part of the 2023 Budget.

Current Department Structure



Suggested Action/Recommendation:

Authorize continuation of the Finance Assistant position through the end of 2022.

Fund: Operating Fund 70



Action Proposal Form

Date: 11/15/2021

Title: Temporary Finance Dept. Support

Background / Purpose:

The finance staff is short-staffed presently with the vacancy of the Finance Manager position and a large amount of work related to the RRP, SAO and internal controls audits and approaching year end. The department is seeking temporary support for critical functions that includes accounts payable and payroll.

We will fund this from salary savings from the vacancy and will evaluate utilizing some anticipated year end carry over in early 2022.

Suggested Action/Recommendation:

Approve up to 9 months of temporary Finance Dept. support in an amount not to exceed \$100,000.

Funding: Operating Fund 70

From: [Baylor, Kristina \(SAO\)](#)
To: [Kurt Mills](#); [Wade Anderson](#)
Cc: [Baylor, Kristina \(SAO\)](#)
Subject: Sno 911 Audit Scheduling Check-in
Date: Tuesday, July 12, 2022 4:29:43 PM
Attachments: [image002.png](#)

CAUTION : This email originated from outside of this organization. Please exercise caution with links and attachments.

Good Afternoon Kurt and Wade,

Angie recently notified me that her last day with Sno911 would be coming soon and I am not sure if she is still with your agency today but she did let me know I could reach out to both of you should a need arise – I hope this is okay.

I am reaching out to discuss Sno911's next scheduled audit which was set to occur later this year. As a whole, we are seeing an increase in statewide federal audit requirements this year (due to many governments receiving larger than normal amounts of COVID-19 federal funds). This increase in audit work is causing some temporary resource constraints on our office to meet these federal audit deadlines and, as a result, we are looking to offer a one-time two-year audit to some of our governments that do not require federal audits this year and meet certain other criteria (such as a clean audit history).

Given the above, we have determined that Sno911 may be a good candidate to postpone an audit of FY2021 this year and instead, do a combined two year audit of FY2021 and 2022 next year. Of course, by doing two audit years together, we also expect some cost savings to come along with this as some efficiencies will be gained. We would like to move forward with this plan to forgo and audit this year and do a two-year audit next year but of course, we would like to give you an opportunity to consider this further.

If you have any questions on this proposal or what the revised cost of the audit for next year will be, please let me know and I would be happy to help with this. In addition, if you have an external need for an audit to occur (ex. a financial statement audit is needed to satisfy seeking an upcoming bond rating), please be sure to let us know that as well.

Thank you in advance for your help with this and for your understanding as we navigate these interesting impacts to audit needs stemming from the COVID-19 pandemic.

Sincerely,



[Kristina Baylor](#)

Program Manager, [Office of the Washington State Auditor](#)

(425) 951-0290 | Pronouns: She, Her, Hers

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Action Proposal Form

Date: 07/18/2022

Title: Appointment of SNO911 Treasurer

Background / Purpose:

The Governing Board shall have four officers, a President and Vice-President, Secretary and Treasurer, who will serve two (2) year terms. The Treasurer must be appointed from SNO911 Staff.

Bylaws excerpt:

Treasurer. *The Treasurer shall be appointed from among the staff of SNOHOMISH COUNTY 911. The Treasurer shall be responsible for maintaining, or overseeing maintenance of, all financial records of SNOHOMISH COUNTY 911, the development of the annual budget, assuring the appropriate handling of all revenues and expenditures, and shall assist the Board in preparation of the annual budget. The Treasurer shall maintain or oversee maintenance of complete books and records of account, for all funds and securities of SNOHOMISH COUNTY 911, the transfer of receipts for money due and payable to SNOHOMISH COUNTY 911 from any source whatsoever, and the deposit of all such money in the name of SNOHOMISH COUNTY 911 in the banks, trust companies or other depositories as shall be selected in accordance with law. The Treasurer in general shall perform all duties incident to the office of Treasurer and such other duties as from time to time may be assigned to the Treasurer by resolution of the Board.*

Suggested Action/Recommendation:

Appoint Finance Manager Wade Anderson as Treasurer for the remainder of the two-year term.

Fund: N/A

Action Proposal Form

Date: 07/11/2022

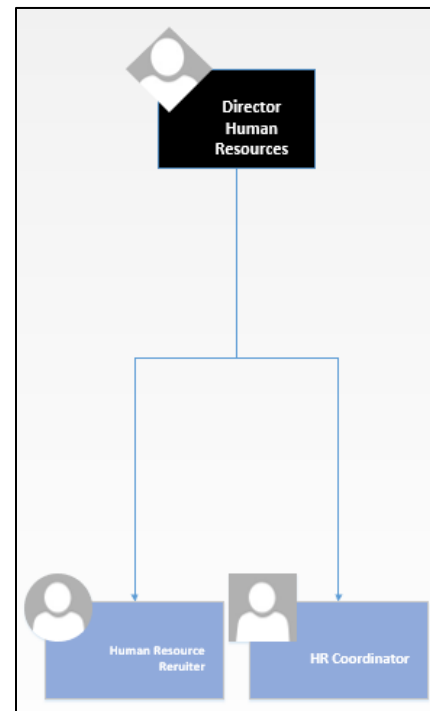
Title: Human Resource Director

Background / Purpose:

With the departure of our HR & Finance Director position it is necessary to recruit an HR Director. We have long understood that our combined position was a product of unique circumstances and a unique individual.

The Human Resource (HR) Director function is a high profile critical position within the agency and the timely recruitment for this new position is necessary.

The Director of Human Resources is to plan, lead, direct, develop and coordinate the policies, activities and staff of the Human Resource department. This is a senior level position within the organization that monitors and ensures the organization's compliance with federal, state and local employment laws and regulations related to personnel management and recommended best practices. The Director of Human Resources will draft, review and modify policies and practices to maintain compliance; anticipate and resolve litigation risks; and provide trainings on personnel laws and practices. The Director is expected to lead programs and staff with an organizational strategic mindset and provide policy and collective bargaining interpretation to management and supervisors.



A draft job description has undergone a preliminary review by Summit Law and is in a final draft state.

Given the time it will take to recruit and background this candidate we anticipate we can fund this position from the Operating Budget.

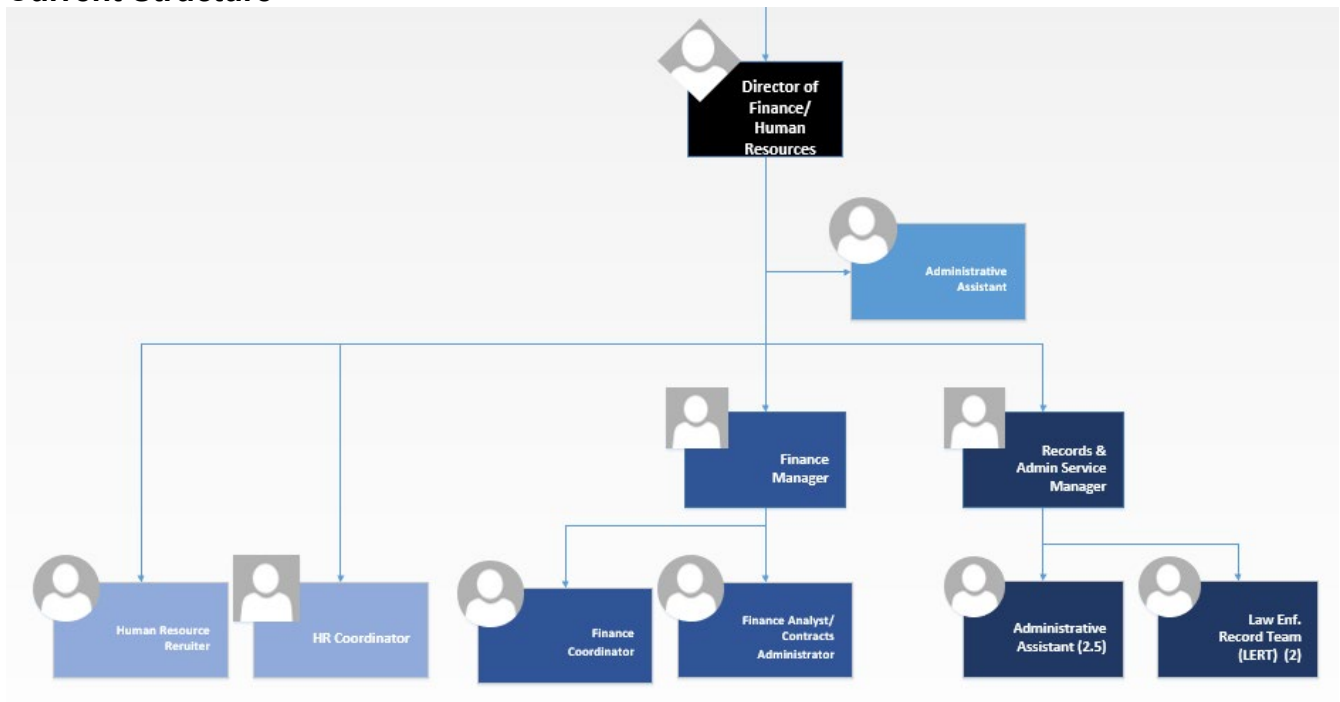
This position will be a Grade 16 with a salary between \$122,767 and 163,987 based on the 2022 Salary Grid.

Suggested Action/Recommendation:

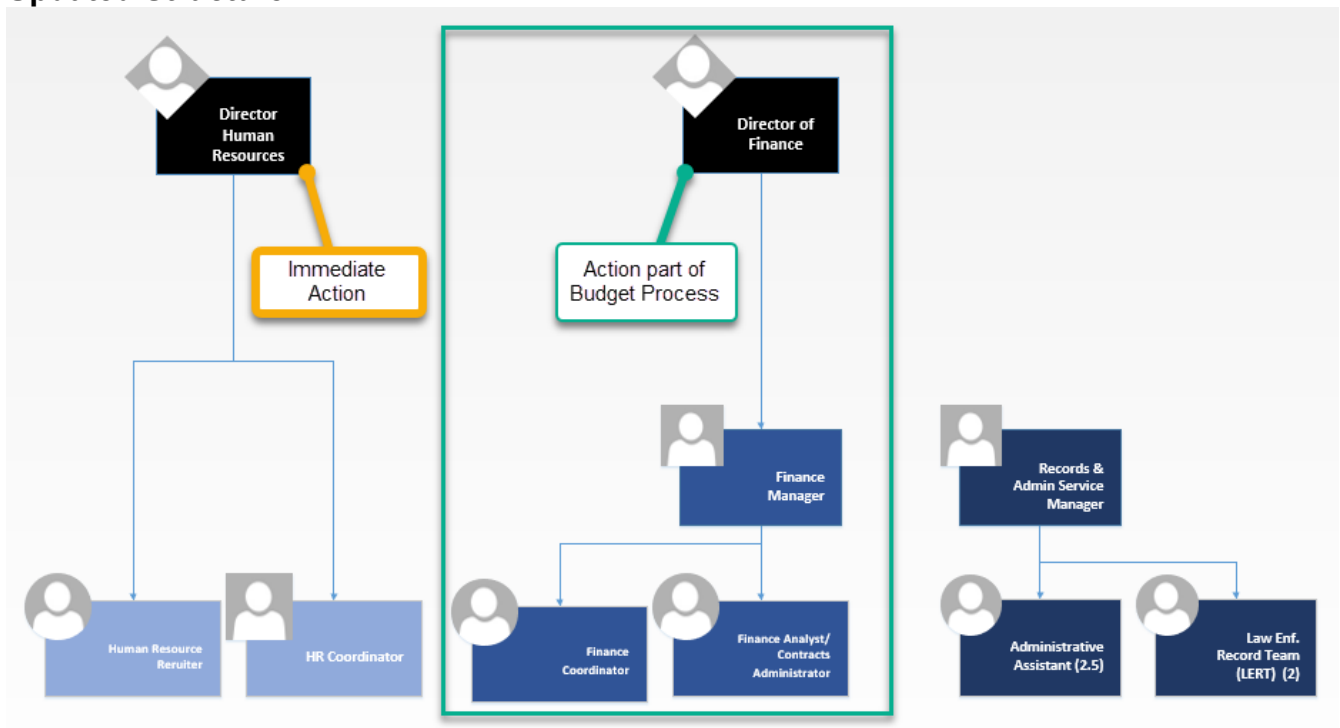
Authorize creating and recruiting a Grade 16 HR Director position.

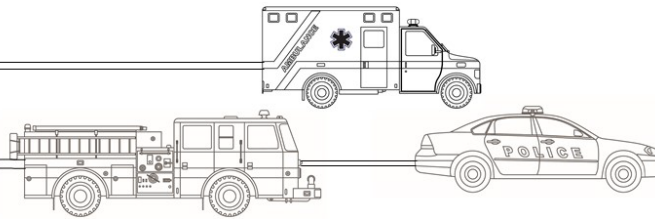
Fund: Operating Fund 70

Current Structure



Updated Structure





**HELP
STARTS
HERE**

Compensation Philosophy

We have developed the following philosophy to guide our compensation program, based on our core values:

Integrity, Vision, Excellence, Empathy, Proactive

Mission

We recognize that our employees are the most vital and critical component of the Agency. Every person is key to our success in providing essential public safety service to the communities in Snohomish County. We are driven by our mission of service to the community. We see the impact of our work with our community and first responders.

Value Proposition

We are a small agency where everyone makes an impact. People join us with a desire to serve the public and to support public safety. We make a difference in our community every day.

Talent Market

We recruit locally when there are open positions. Our geographic labor market is Snohomish County and the nearby Puget Sound area. We occasionally do a national search for managerial positions.

Market Position

We believe that compensation plays an important role in illustrating the importance of every position and making every employee feel valued. We strive to pay commensurate with other public agencies. We will benchmark base pay against comparable organizations to ensure that we remain aware of any relevant trends. Our matching position will be the midpoint. We will consider pay equity across all protected classes as part of our pay review.

Benefits

We believe are a vital part of our value proposition. We strive to be out in front of the market in our benefits offerings. We understand that the benefit program supports the economic and personal welfare of our employees.

Recognition Awards

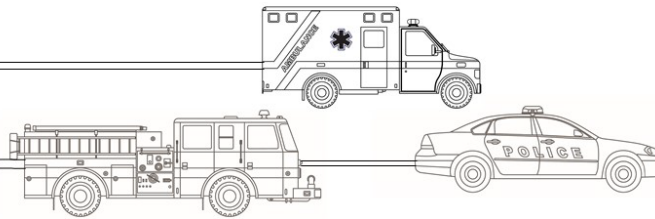
We value the contributions of employees and are committed to recognizing exceptional achievements that go beyond the normal course of an employee's job duties. Recognition Awards may take many forms: public thanks and accolades and other non-cash rewards as approved under Agency policy.

Communication

We value full transparency in compensation and will share the following:

Employees will know –

- Their own salary including which information was considered when determining pay
- Their own pay grade and range



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HERE**

Compensation Philosophy

- The pay range of positions for which they apply
- The performance management process and timing

Managers will know –

- Their own salary including which information was considered when determining pay
- Their own pay grade and range
- The pay grades and ranges of their staff
- The pay range of positions for which they apply
- The performance management process and timing

Compensation Program Review

Our objective as an organization is to provide a total compensation package that allows us to attract and retain skilled employees while remaining competitive within our market. Therefore, we will review the various aspects of our compensation program on a regular basis.

- The compensation philosophy will be reviewed every two years and updated as needed to best serve the needs of the organization and its employees.
- We will review our employee cash compensation and overall benefits package every three years. The review will include assessing related costs, current market trends, and employee needs.
- We may adjust our base pay ranges on an annual basis dependent upon external market conditions and budgetary needs.



Executive Summary

Date: 07/18/2022

Title: Breaking the 9-1-1 Staffing Paradigm

The purpose of this executive summary is to provide an introduction and review of a long-standing staffing issue plaguing 911 centers around the country, discuss the specific impacts on Snohomish County 9-1-1, and provide a basis of information to support a fundamental change to the dispatcher schedule, and ultimately the budget to support it.

Background

Across the country the 9-1-1 industry has historically experienced a high attrition rate when compared to other labor markets, including other public safety positions such as police and fire departments. SNO911 is not immune to the myriad of factors that influence employee retention and we wish to break free of what we believe is a major contributor.

High Stress Demanding Critical Job:

911 dispatchers are a lifeline for those in crisis and have strict protocols to follow which include time-pressures to rapidly access, process, relay and track information within dynamic situations. Dispatchers are also a lifeline for responders who are often in hazardous situations and who depend on 9-1-1 staff to quickly respond to their needs & demands. Many factors, including the psychological stress caused by the nature of interactions with the public and responders, contributes to the stresses on dispatchers. In a busy center like SNO911 where dispatchers are managing 1,500 to 2,000 incidents every day this type of work is extremely challenging, often with very little idle time between events.

Unique “Problem” for 9-1-1 Centers:

Like most 9-1-1 centers in the nation, our agency’s deployment model allocates 100% of Center Staff working on the dispatch floor. There is no time built in for continued education, staff meetings, required training, policy review or other workforce investments common in most other industries. While staffing 100% of their time as dispatchers is efficient, it does not recognize the importance that most of us take for granted in our jobs. All their work time is spent functioning as a dispatcher, meaning they are handling 911 calls and/or working a radio positions or managing the related duties of this position during their entire shift. Any time “off the floor” carries the operational impacts of running short staffed, so by design we strive to limit doing this. Most training and information sharing are completed on shift while simultaneously processing 9-1-1 calls and/or dispatching police and fire. The net result isn’t surprising in that the agency often struggles to implement change and engage with our workforce. With the passing of SB5555, which will establish standards for our dispatchers, we expect the requirements for being a dispatcher to grow.

Once a newly hired dispatcher completes their training, all work time is shift-work on a position in the center. Unlike counterparts in Fire & Law Enforcement or most other work settings, there are no shift-briefings, out-of-service trainings, one-on-ones, team building or other functions common in most workplaces. Staff Meetings are held periodically, however, they carry the aforementioned operational

challenges and require over-time for most staff who due to staffing challenges are already working extra hours.

The Association of Public Safety Communication Officials (APCO) Project Retains Staffing and Retention Study back in 2005 found the national average turnover rate is 17% and can be as high as 56% even at large PSAPs. This study was revised in 2017 and has updated the average retention rate to 71%, indicating turnover as a growing problem. The post-pandemic labor market has created even more competition for talent which has generated additional stress for staff and this industry. Turnover in our nation's 9-1-1 centers is a longstanding, known problem.

Employee Engagement is Lacking:

There is a common theme in exit interviews which is a strong connection with co-workers and our mission, but a strong disconnection from the overall agency. For a group that spends 100% of their time in the 9-1-1 center this isn't surprising. We know SNO911 has an inspiring and critical mission, however our staffing model limits what is possible. Industry staffing models recommend an agency account for turn-over and hire accordingly (more people), however our leadership team doesn't believe this level of attrition is acceptable and is aiming to address the root of the problem - attrition itself.

Long Term Efforts

Since the 2017 consolidation SNO911 has been working to respond to these retention factors by improving the relationship with our most important asset, our employees. In 2019 an employee survey indicated a strong passion for the mission. Our employees are proud of the job they do and see working in 9-1-1 as a rewarding career. The agency has taken a variety of steps to implement the feedback that included a strong desire for improved work/life balance which set the course for the negotiation and implementation of a new 12-hour schedule implemented earlier this year. This new schedule is a major step toward increasing work/life balance and improved job satisfaction, but there is still more that needs to be done.

As mentioned above, we must make time for more opportunities for our staff to engage with the agency, invest in their future in the organization, and make meaningful and lasting connections. The 12-hour schedule has improved work/life balance and we now must make improvements to the work experience.

Investing in our Workforce

We are developing a new staffing model that not only meets the needs of the 9-1-1 operations, but responds in a meaningful way to the issues that have been discussed in this summary that have plagued our ability to retain our employees. This new model breaks the traditional paradigm of scheduling 100% of dispatcher staff time working a position (On-Shift) within the center. We are modeling an approach that will maintain on-shift work of 90%+ and developing programs for required participation in training, CE, team meetings, wellness, policy review and professional development. We believe that these investments will result in improved engagement, increased employee morale and satisfaction, improved ability to drive change, support a healthier and happier workforce, and improved work/life balance. The new staffing model for dispatchers reduces the work-week to between 37-39 hours where 36 hours are spent working in the Center and the remaining time is spent on the aforementioned

engagements. This investment will give SNO911 a competitive advantage in the labor market over time. We know there is a direct correlation between employee engagement and attrition.

Summary:

We are seeking funding to add 9-1-1 Dispatchers to do two things: First is to build time off the floor into our staffing models aimed at improving the work experience through dedicated time for staff meetings, policy review, certification, continued education, health & well-being and professional development. We believe as do many who study engagement, that this will have a marked improvement in employee commitment and reduce turn-over while also investing and developing these professionals in ways we have struggled with in the past. The second is to recognize these professionals for what they are. With the passing of SB5555 in Washington and as is occurring in other states, is to acknowledge that 9-1-1 Dispatchers are Public Safety Professionals and provide for a schedule that gives them an improved work/life balance. In doing so we believe we will further improve employee engagement and also make SNO911 an increasingly appealing place to be a 9-1-1 Dispatcher.

Image 1:

Schedule Comparisons between traditional 8-hr schedule, current 12-hour, a transitional 12-hour engagement schedule and a full engagement schedules.

8 HOUR								Breakdown	
	D1	D2	D3	D4	D5	D6	D7		
WK1	W	W	W	W	W	O	O	Work Days	20
WK2	W	W	W	W	W	O	O	Days Off	8
WK3	W	W	W	W	W	O	O	On-Call	0
WK4	W	W	W	W	W	O	O	Engagement	0
								On Shift Hours	160
								Efficiency	100%
12-HR (Current)									
	D1	D2	D3	D4	D5	D6	D7		
WK1	W	W	W	C	O	O	O	Work Days	14
WK2	W	W	W	W	O	O	O	Days Off	12
WK3	W	W	W	C	O	O	O	On-Call	2
WK4	W	W	W	W	O	O	O	Engagement	0
								On Shift Hours	168
								Efficiency	5%
12-Hr Engagement (T)									
	D1	D2	D3	D4	D5	D6	D7		
WK1	W	W	W	C	O	O	O	Work Days+T	13
WK2	W	W	W	T	O	O	O	Days Off	12
WK3	W	W	W	C	O	E	O	On-Call	2
WK4	W	W	W	O	O	O	O	Engagement	4
								On Shift Hours	156
								Efficiency	-3%
12-Hr Engagement									
	D1	D2	D3	D4	D5	D6	D7		
WK1	W	W	W	C	O	O	O	Work Days	12
WK2	W	W	W	O	O	O	O	Days Off	13
WK3	W	W	W	C	O	E	O	On-Call	2
WK4	W	W	W	O	O	O	O	Engagement	1
								On Shift Hours	144
								Efficiency	-10%

W

Work

C

On-Call

O

Off

E

Engagement

T

Voluntary OT

References:

<https://www.apcointl.org/services/staffing-retention/project-retains/#study>

Project RETAINS: Staffing and Retention in Public Safety Answering Points (PSAPs): A Supplemental Study

<https://www.proquest.com/openview/0980584bcde7c867b1ecd389d2e38965/1?pq-origsite=gscholar&cbl=18750>

The Relationship Between Employee Engagement and Employee Retention in an Acute Healthcare Hospital. Patrice M. Wegner

The results of this research promote social change by demonstrating that increased employee engagement levels result in increased employee retention rates. Creating a thriving work force by providing meaningful jobs facilitates social change by having a positive financial impact on both employees and organizations. A critical element for achieving an engaged workforce is to recognize what factors influence employee engagement.

<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/sustainingemployeeengagement.aspx>

Executives from around the world say that enhancing employee engagement is one of their top five global business strategies. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value.

<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf>

The 2016 Deloitte Millennial Survey Winning over the next generation of leaders.



Board Packet Memorandum

Date: July 21, 2022
To: Snohomish County 911 Board Members
From: Leadership Team

General¹

On July 2nd Radio Tech Staff identified an issue with the fire paging system that was impacting a small number of the pages in specific areas of the county. In an effort not to further destabilize the system, and due to availability of vendor support, the issue was resolved on July 6th.

FBI Audit

On June 22nd, the FBI conducted the first onsite security audit of our agency. This audit was to ensure that SNO911 was following all the CJIS guidelines and to provide evidence showing that our agency is complying with all the requirements. This was the first FBI security audit for SNO911 and we were pleased to receive a clear audit.

New World Update

As reported last month Tech staff and Tyler continue the work to resolve all the priority issues from the upgrade that took place back in March. Tyler is working with SNO911 tech staff on testing possible fixes for priority issues. On June 28th SNO911 Tech staff installed patches that addressed some CAD issues and some records issues. As it stands today, those patches addressed and fixed the issues. Tech staff will continue to monitor those fixes to ensure the issues do not come back and will continue to work with Tyler until all priority issues are addressed and fully resolved.

NICE Radio IP Recording Implementation

On the week of July 18th, SNO911 will be working with Motorola and FirstLine to implement the NICE radio IP recorders. This implementation will replace the old analog radio recorders to an updated IP recorder which will have better sound quality, more reliant recordings and a system that is easier to troubleshoot for issues.

Viper Upgrade

The Viper upgrade project continues to move forward. SNO911 Tech staff have been working with Intrado configuring the equipment and working on all the networking. The project is still set to go live on September 20th.

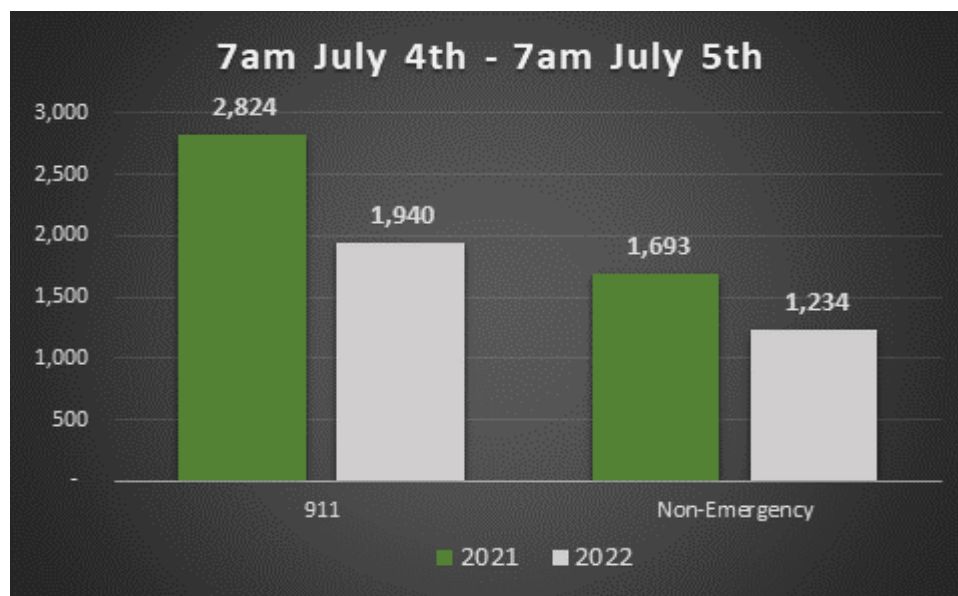
^[1] 911 Phones, CAD, Radio, Critical Systems [Unplanned]

4th of July Activity

4th of July was once again one of our busiest days of the year. 911 call volume for the 24-hour period of July 4th was down 25% and non-emergency call volume was down 28% from 2021. Our busiest hour of the day on the 4th was the 10pm hour with 265 911 calls and 170 non-emergency calls. On the 5th, the busy hour was midnight to 1am with 145 911 calls and 51 non-emergency calls.

Fireworks complaints were down from previous years in the days leading up to the 4th, but spiked on that day, following the normal pattern around the holiday. We entered 1020 fireworks complaints on the 4th, down 19% from 2021 but up from 2019 and 2020. We handled 3,174 incoming calls between 7am on 7/4 and 7am on 7/5, a significant decrease in call volume compared to 2021.

Thank you to our dedicated Dispatchers and Supervisors who manned the phones and radios on this very busy holiday!



988 Implementation

988 launched nationwide on July 16th, and is a 3-digit dialing number designated as the universal telephone number within the United States as a suicide prevention and mental health crisis hotline. It is operated through the National Suicide Prevention Lifeline. Calls to 988 are routed to previously established crisis lines around the country. There are three 988 “hubs” in Washington State, with the majority being handled by Volunteers of America. Currently, routing of calls is driven by the area code of the phone number calling, which presents a number of potential issues. These issues are being looked at on the Federal level, and 911 is represented to some degree. For further information, please refer to the PowerPoint presentation and informational flyer from DOH included in this packet.

Office of Training and Standards Update

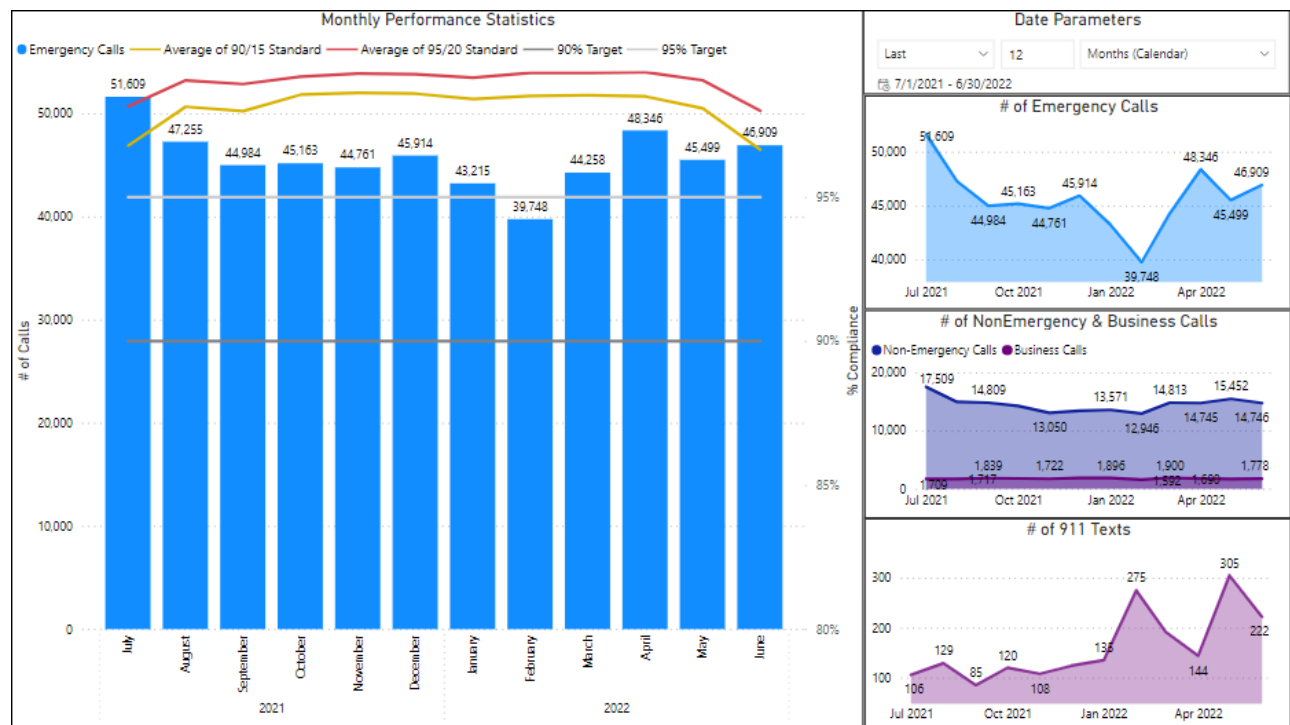
The Office of Training and Standards has been working hard to quickly and efficiently prepare our newest trainees for independent status. Since last month, two trainees have completed their training for call taking and moved ahead to the next phase. One trainee has completed dispatch training, moving on to be fully independent. Four more call taking trainees are poised to move ahead to dispatch training over the next few weeks.

Additionally, a new call taking academy began for three trainees earlier this month, with hopes for three or four more beginning in September.

Several of our trainees were able to contribute significantly to our call taking power over the 4th of July holiday. Two trainees were released to independent call taking status just prior to the 4th and three call taking trainees were assigned to answer non-emergency calls only that day. This assisted not only their co-workers, but also provided more available call takers for the non-emergency line which sees a dramatic increase in volume on this holiday. Their ability to rise to the occasion for answering both 911 calls and non-emergency calls was impressive.

OTS is continually looking for small ways to refine and improve the newest training model with Supervisor, CTO, and trainee input.

Monthly Statistical Reports



Text-to-911 Report

911 Texts	Type	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	YTD TOTAL	YTD GROUP TOTAL
Appropriate Use	True Emergency	9	5	8	6	16	11							55	55
Incorrect Use	Follow-Up	12	3	8	9	5	9							46	253
	Area Checks	16	11	16	5	20	12							80	
	Info	3	0	1	0	0	6							10	
	Noise	1	1	3	4	0	7							16	
	Traffic	3	4	0	2	1	7							17	
	Other Complaints	10	16	18	11	13	16							84	
Misuse	Accidental	7	2	5	2	7	5							28	657
	Behavioral Health	14	200	74	62	174	103							627	
	Prank	1	0	0	0	0	1							2	
Other	Test	1	2	4	3	7	2							19	308
	Abandoned	15	4	11	4	6	10							50	
	Non-English	0	0	0	1	1	1							3	
	Outgoing	0	0	0	0	0	0							0	
	Subsequent	32	9	29	17	39	20							146	
	Transfer	0	2	3	3	1	1							10	
	Voice Call	11	16	12	15	15	11							80	
Month Total		135	275	192	144	305	222	0	0	0	0	0	0	1273	1273
<i>Abandoned: Non-Responsive</i> <i>Accidental: Device or person accidentally texted 9-1-1</i> <i>Area Check: Check of area for person, vehicle, gunshot</i> <i>Behavioral Health: Calls that result in BHC by LE/EMS</i> <i>Follow-up: Where is officer?</i> <i>Info: What is the phone number for animal control?</i> <i>Noise: Music, people etc.</i> <i>Non-English: Texter indicates they do not speak English</i> <i>Other: Any other request or complaint, media from Intrado</i> <i>Outgoing: Outgoing text calls</i> <i>Prank: Calls that do not give any valid information, not including BHC</i> <i>Subsequent: Additional inbound text after call released by call taker</i> <i>Test: PSAP testing/training TXT29-1-1, vendor test</i> <i>Traffic: Speeders, DUIs, etc.</i> <i>Transfer: Transfers to other PSAPs</i> <i>Voice Call: Dispatchers called the texter/texter placed voice call</i>															

SPIDR Tech Survey – June 2022

How satisfied are you with the level of courtesy and respect shown to you by the 911 dispatcher you called for police service?		
Satisfaction Response	# of Surveys	% of Surveys
4 - Very Satisfied	775	82.53%
3 - Satisfied	105	11.18%
2 - Neither Satisfied nor Dissatisfied	39	4.15%
1 - Somewhat Dissatisfied	11	1.17%
0 - Very Dissatisfied	9	0.96%
Total	939	100.00%
911 dispatchers are trained to be efficient and deliberate when speaking with you, while remaining professional. Do you feel the exchange of information between you and the 911 dispatcher was efficient and professional?		
Professionalism Rating	# of Surveys	% of Surveys
Yes	893	95.10%
Somewhat	32	3.41%
No	14	1.49%
Total	939	100.00%

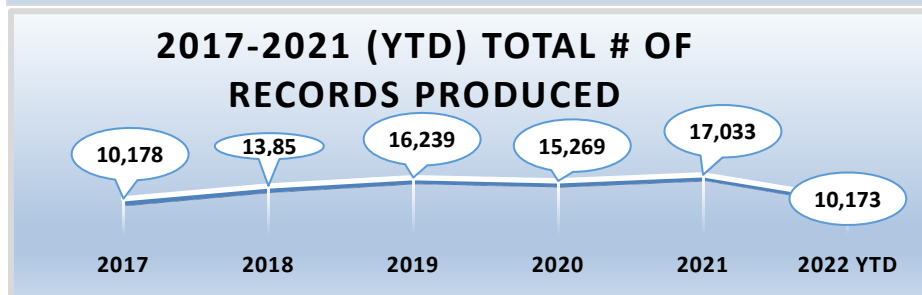
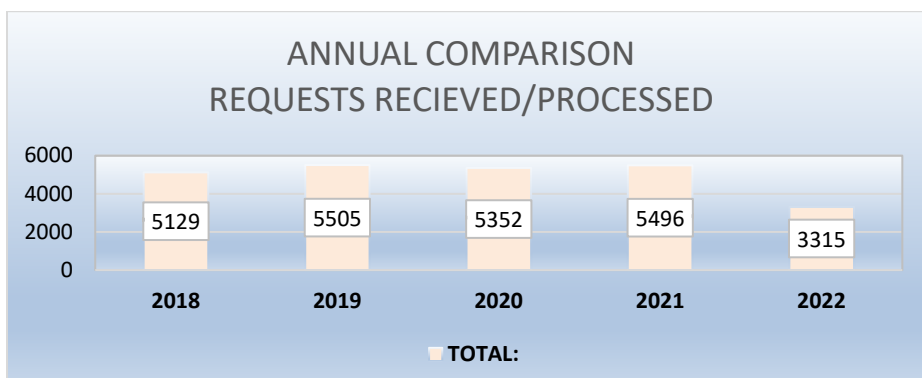
Survey responses for calls that occurred during the previous month. Surveys are sent to a select number of type codes (typically lower priority) chosen by each police agency.

FIRE EVENTS PER AGENCY 2022													
FIRE AREA	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	YTD
AIRPORT FIRE	20	13	16	24	17	20	-	-	-	-	-	-	110
ARLINGTON CITY	40	-	-	-	-	-	-	-	-	-	-	-	40
ARLINGTON RURAL FD 21	71	61	69	57	79	94	-	-	-	-	-	-	431
DARRINGTON FD 24	43	31	48	45	43	42	-	-	-	-	-	-	252
EVERETT CITY	2,211	1,940	2,052	2,032	2,200	2,116	-	-	-	-	-	-	12,551
FD 19	24	27	41	41	23	46	-	-	-	-	-	-	202
SRFR (Mill Creek excluded)	1,065	853	909	941	1,062	1,050	-	-	-	-	-	-	5,880
GETCHELL FD 22	53	38	46	29	42	41	-	-	-	-	-	-	249
GOLD BAR - INDEX FD 26	84	57	74	68	58	82	-	-	-	-	-	-	423
GRANITE FALLS FD 17	180	146	166	171	173	177	-	-	-	-	-	-	1,013
HAT ISLAND FD 27	2	2	3	1	3	1	-	-	-	-	-	-	12
LAKE ROESIGER FD 16	18	16	14	16	18	25	-	-	-	-	-	-	107
LAKE STEVENS FD 8													
MARYSVILLE FIRE	1,211	1,012	1,039	1,019	1,223	1,173	-	-	-	-	-	-	6,677
MILL CREEK CITY	201	196	174	206	216	181	-	-	-	-	-	-	1,174
MUKILTEO CITY	180	158	182	177	196	166	-	-	-	-	-	-	1,059
NORTH COUNTY FIRE (UNINC)	526	449	487	520	597	572	-	-	-	-	-	-	3,151
OSO FD 25	7	6	7	9	5	12	-	-	-	-	-	-	46
ROBE FD 23	3	2	4	5	10	7	-	-	-	-	-	-	31
SNOHOMISH FD 4	304	271	259	270	302	285	-	-	-	-	-	-	1,691
SOUTH COUNTY FIRE (TOTAL)	2,866	2,406	2,645	2,535	2,691	2,866	-	-	-	-	-	-	16,009
SOUTH COUNTY FIRE (UNINC)	1,383	1,088	1,273	1,258	1,286	1,404	-	-	-	-	-	-	7,692
EDMONDS CITY (CONTRACT)	530	427	496	425	493	514	-	-	-	-	-	-	2,885
BRIER CITY	35	35	37	28	40	31	-	-	-	-	-	-	206
LYNNWOOD CITY	668	644	608	590	633	655	-	-	-	-	-	-	3,798
MOUNTLAKE TERRACE CITY	250	212	231	234	239	262	-	-	-	-	-	-	1,428
STANWOOD CITY	118	121	121	150	139	119	-	-	-	-	-	-	768
SULTAN FD 5	101	89	84	92	95	110	-	-	-	-	-	-	571
TULALIP FD 15	79	68	75	88	117	78	-	-	-	-	-	-	505
POLICE EVENTS PER AGENCY 2022													
POLICE AGENCY	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	YTD
ARLINGTON	1,825	1,839	2,095	2,134	2,053	1,967	-	-	-	-	-	-	11,913
BRIER	310	289	358	383	449	422	-	-	-	-	-	-	2,211
DARRINGTON	82	86	82	72	99	92	-	-	-	-	-	-	513
EDMONDS	2,022	1,719	1,909	1,759	2,050	2,120	-	-	-	-	-	-	11,579
EVERETT	10,695	10,797	11,604	11,462	11,848	11,632	-	-	-	-	-	-	68,038
GOLD BAR	155	168	215	190	207	211	-	-	-	-	-	-	1,146
GRANITE FALLS	327	311	306	291	302	295	-	-	-	-	-	-	1,832
INDEX	32	33	39	39	42	38	-	-	-	-	-	-	223
LAKE STEVENS	1,714	1,760	1,803	1,730	1,772	1,685	-	-	-	-	-	-	10,464
LYNNWOOD	3,024	2,886	3,250	3,182	3,403	3,695	-	-	-	-	-	-	19,440
MARYSVILLE	4,598	4,763	5,098	4,784	5,252	5,009	-	-	-	-	-	-	29,504
MILL CREEK	1,052	1,063	1,230	1,052	1,147	1,071	-	-	-	-	-	-	6,615
MONROE	1,631	1,449	1,620	1,651	2,059	1,954	-	-	-	-	-	-	10,364
MOUNTLAKE TERRACE	1,227	1,270	1,329	1,282	1,703	1,838	-	-	-	-	-	-	8,649
MUKILTEO	2,386	2,083	2,261	2,477	2,526	1,969	-	-	-	-	-	-	13,702
SNOHOMISH	706	786	889	800	865	879	-	-	-	-	-	-	4,925
SNOHOMISH COUNTY	13,091	12,986	13,517	12,930	13,628	13,382	-	-	-	-	-	-	79,534
STANWOOD	434	523	488	467	526	566	-	-	-	-	-	-	3,004
STILLAGUAMISH	1,069	1,274	1,326	1,264	1,204	1,236	-	-	-	-	-	-	7,373
SULTAN	247	252	336	269	315	314	-	-	-	-	-	-	1,733
WOODWAY	82	63	39	50	58	60	-	-	-	-	-	-	352

PUBLIC RECORDS

SNO911 2022 RECORDS REQUEST STATISTICAL INFORMATION							
1	METRIC	DESCRIPTION:	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	TOTALS
	BL.1	Total number of open requests at the start of the reporting period:	5	12			17
	BL.2	Of the number of requests open at the start of the reporting period, how many were closed during the reporting period:	5	12			17
	BL.3	TOTAL NUMBER OF REQUESTS RECEIVED DURING REPORTING PERIOD:	1563	1752			3315
	BL.4	Of those received during reporting period, how many were closed during the reporting period:	1549	1736			3285
	(BL.4)	Total number of requests closed during reporting period:	1554	1748			3302
2	3.3	Median number of days to final disposition of all requests	1555	1			778
3	5.1	Number of requests denied in full:	11	7			18
	6	Number of requests abandoned by requesters during reporting period:	3	3			6
	8.2	Number of requests fulfilled entirely electronically:	1539	1699			3238
	8.3	Number of requests fulfilled entirely by physical records:	0	0			0
	8.4	Number of requests fulfilled by combination of electronic/physical:	0	0			0
	NA	Number of LARGE requests (defined as anything over 2 hours)	14	16			30
4		Requests per Type:					
	NA	Prosecutor:	786	927			1713
	NA	Public Defender:	18	36			54
	7.G	Media:	9	10			19
	NA	Law Enforcement:	282	284			566
	NA	Fire:	54	60			114
	7.F	Incarcerated Individuals:	0	0			0
	7.B	Law Firms:	336	370			706
	7.A	Individuals:	162	125			287
	7.D	Insurers:	13	4			17
	7.H	Current or Former Employee:	22	17			39

HISTORICAL DATA



- 1752 public records received and closed in the 2nd quarter of 2022. YTD equals 3315. If we average only 1500 per quarter for the rest of the year, we will exceed our highest year (2019) by nearly 1000 public records requests.
- 10,173 records (attachments, audio, CAD, misc. records) produced YTD for 2022. If we keep up with this pace, we will exceed our highest production year (2021) by approximately 3000 records released.

ENHANCED POLICE RECORDS – LAW ENFORCEMENT RECORDS TECHNICIANs (LERT)

<u>2022 YTD</u>	<u>Entered</u>	<u>Cleared</u>	<u>Located</u>	<u>Modified</u>	<u>Cancelled</u>	<u>TOTALS</u>
Guns	20	11	1	10	2	44
Protection Orders	69	9	0	145	13	236
Persons	14	18	1	5	1	39
Property Crimes	85	5	0	10	2	102
Vehicle Crimes	299	86	29	72	23	509
Warrants	377	92	29	71	45	614
Supplements	88	0	3	20	0	111
2nd Party Checks/QA's						2249
<u>TOTALS</u>	952	221	63	333	86	3904

➤ LERT is averaging 1300 records processed per month. This does not include paperwork research, processing LERT calls etc. These numbers only reflect ACCESS related items Monday-Friday, 0800-1800 (excluding holidays).

Snohomish County 911 - Staffing Report

7/18/2022

Full-Time Center Staff		
Legacy Employees = Hired before 12/1/2017..... New Hire Employees = Hired on/after 12/1/2017		
Job Title:	Status:	Current #
Police Dispatcher	Legacy: Only trained in CT and Police Dispatch	4
Fire Dispatcher	Legacy: Only trained in CT and Fire Dispatch	5
Cross-Trained Dispatcher	Fully cross-trained in CT, Police, and Fire	59
Cross-Trained Trainee	Trained in 2 disciplines, and currently in-training for the 3rd	1
Trainee Dispatcher	New Hire who has not completed a 2nd discipline yet	13
Trainee Dispatcher 2	New Hire-Completed training in 2 of the 3 required disciplines	7
Total:		89

Authorized Dispatch Staffing Level - (including trainees)	86.4%
Center Staffing Strength - (excludes trainees and LOA's)	77.1%

# of Authorized Full-Time Positions:	164
# of Full-Time Positions Filled:	148
# of Current Full-Time Vacancies:	17

Long-Term Leaves of Absence	-2
-----------------------------	----

# of Current Relief Dispatchers:	-7
----------------------------------	----

Relief dispatchers are not included in any totals/percentages on this report.

Total Number of SNO911 Employees - (FT/PT/Contract)	156
---	-----

Full-Time Dispatchers	
Authorized Positions:	103
Filled F/T Positions:	89
F/T Vacancies:	14
Dispatch Supervisors	
Authorized Positions:	16
Filled F/T Positions:	16
F/T Vacancies:	0
Senior Leadership	
Authorized Positions:	5
Filled F/T Positions:	5
F/T Vacancies:	0
Operations	
Authorized Positions:	5
Filled F/T Positions:	4
F/T Vacancies:	1
Finance/HR/Records/Admins	
Authorized F/T Positions:	13
Filled F/T Positions:	11
Filled Contract Positions	1
F/T Vacancies:	1
Tech/Wireless	
Authorized Positions	22
Filled F/T Positions	21
Filled P/T Positions	1
Filled Contract Positions	1
F/T Vacancies	1

Current Recruitment Status

Candidates Awaiting:		
PST Dispatchers Exam	3	# of candidates scheduled to test - (Next exam is 7/25)
Interview	2	Interviewing for November academy
Polygraph Exam	0	Scheduled for polygraph examination or awaiting results
Currently in background check	6	Currently in process of completing background check with PST
Psyche Exam and/or Drug/Hearing Test	1	Background complete. Now awaiting psyche exam and/or drug and hearing tests
Onboarding/Orientation	0	Final offers signed. Hiring process complete; just awaiting start date now.
YTD Dispatch Trainees Hired	15	

Employment Separations

YTD Full Separations from Agency:	19
YTD Changes from F/T to Relief Status:	1

Appointive Staff (Trainees):	
Accepted New Job	0
Death of Employee	0
Involuntary Term	0
Medical	0
No Reason Given	0
Relocation	0
Retirement	0
Voluntary Opt-Out	0

Appointive Staff (Non-Trainees):	
Accepted New Job	1
Death of Employee	0
Involuntary Term	0
Medical	0
No Reason Given	0
Personal	1
Relocation	0
Retirement	0
End of Contract	0

Dispatch & Sups (Relief Staff):	
Left SNO911 - Voluntary	0
Left SNO911 - Involuntary	0

Dispatch (Trainees):	
Accepted New Job (not w/911)	0
Accepted New Job (w/911 agency)	0
Death of Employee	0
Involuntary Term	5
Medical	0
Relocation	1
Retirement	0
Voluntary Opt-Out	2
Change to Relief (FT to PT)	0

Dispatch (Non-Trainees):	
Accepted New Job (not w/911)	4
Accepted New Job (w/911 agency)	2
Involuntary Term	0
Medical	1
No Reason Given	0
Personal	1
Relocation	1
Retirement	0
Death of Employee	0
Change to Relief (FT to PT)	1

Fire Agency Briefing

Date: 07/15/2022

Title: NFPA First Ever Study of 9-1-1 Call Processing Commissioned



SNO911 is supporting the **first ever fact-based NFPA study of 9-1-1 Call Processing Times**.

The Fire Protection Research Foundation (FPRF), NFPA's research affiliate, is conducting a study on Public Safety Call Answering and Event Processing Times. Public Consulting Group LLC (PCG) is working alongside the Fire Protection Research Foundation to collect, analyze, and summarize data regarding public safety call answering and processing times in the United States to determine if the current call time provisions in NFPA 1225, *Standard for Emergency Services Communications*, are reasonable.

Retired Fire Chief Ken Riddle, Senior Advisor for the Public Safety Consulting Services team selected to conduct the study acknowledged that, "NFPA 1225-time standards were not established on evidence-based data. This study will establish what the actual call answering, and processing times are in the United States and will be considered by the NFPA 1225 Technical Committee when revising the Standard."

The goal of this project is to validate the appropriateness of fire and emergency medical services (EMS) 9-1-1 call answering and processing times as stated in NFPA 1225, *Standards for Emergency Services Communications*, by collecting, analyzing, and summarizing data throughout the United States. Data collection will exclude law enforcement calls to focus solely on fire and EMS events.

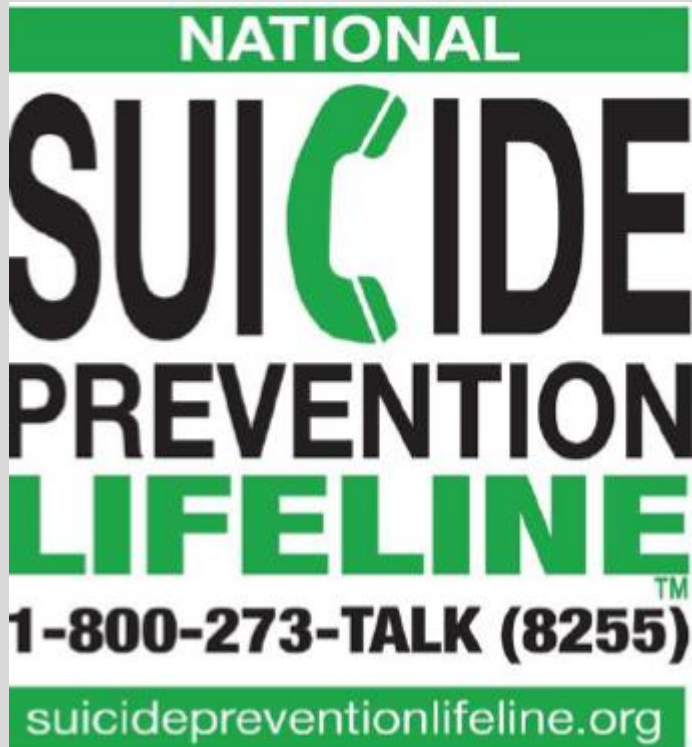
SNO911 has provided data to the consultant and may be asked to support this effort further. The FPRF is specifically focused on the highest priority calls where there is imminent threat to life or significant property loss/damage is likely or actively occurring.

<https://www.publicconsultinggroup.com/news-perspectives/pcg-to-study-public-safety-call-answering-and-processing-times-nationwide-for-the-fire-protection-research-foundation/>

SNO911 Agency & Stakeholder
Update:
Overview of 988



WHAT IS 988?



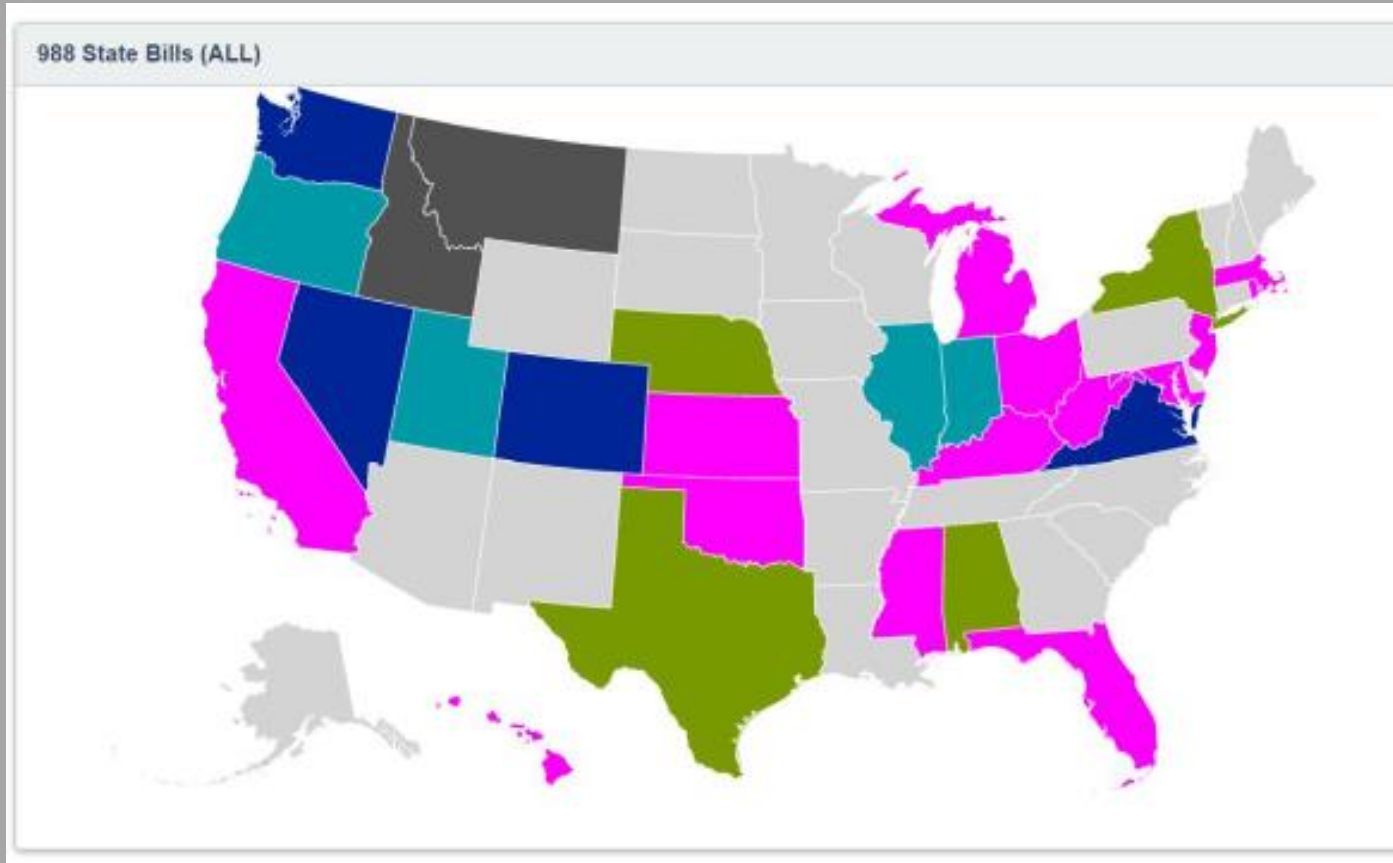
Official launch of 988: July 16, 2022

“988 is designated as the universal telephone number within the United States for the purpose of the national suicide prevention and mental health crisis hotline system operating through the National Suicide Prevention Lifeline.”

FIVE-YEAR VISION FOR 988 IMPLEMENTATION

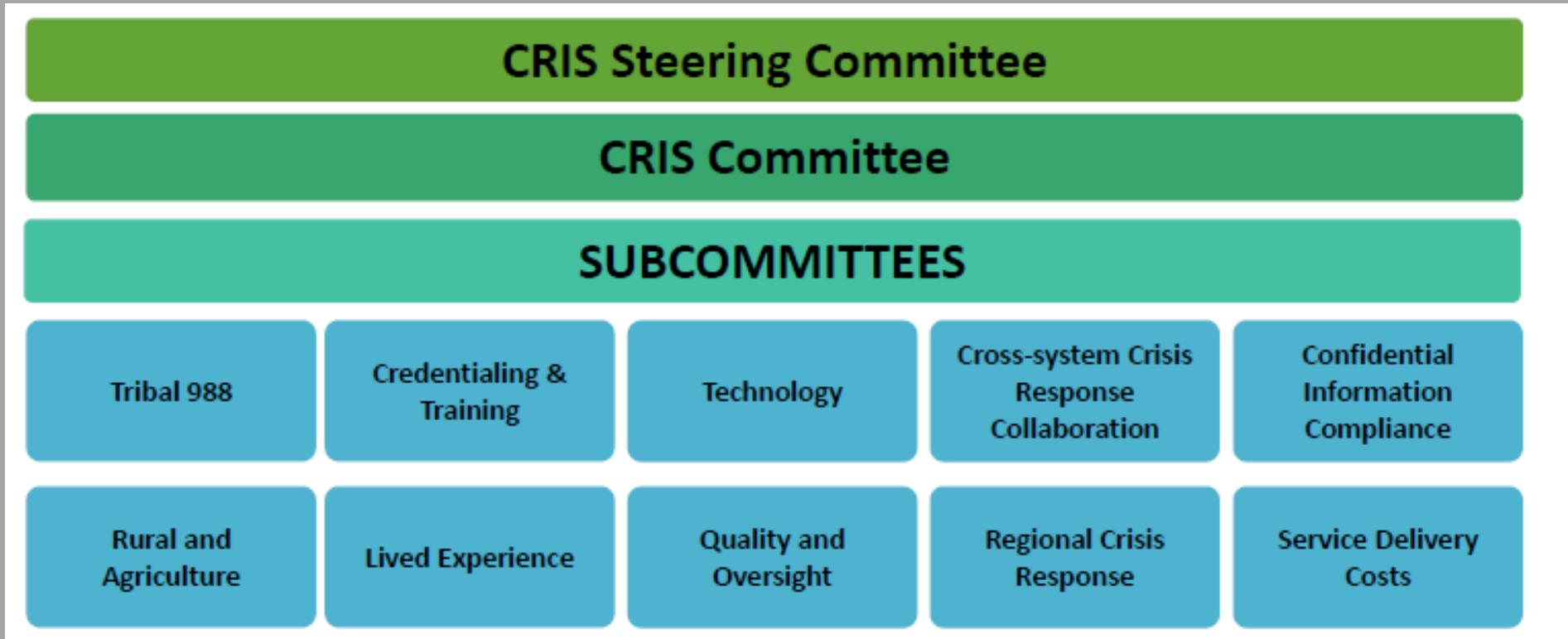
- Substance Abuse and Mental Health Services Administration (SAMHSA) broke implementation in to three “horizons”:
- Horizon 1: Someone to talk to
 - Goal: 90%+ of 988 calls will be answered in State by 2023
- Horizon 2: Someone to respond
 - Goal: 80%+ of individuals have access to rapid crisis response by 2025
- Horizon 3: A safe place for help
 - Goal: 80%+ of individuals will have access to community-based crisis care by 2027

HB 1477 – 988 LEGISLATION



- **BLUE:** 4 states enacted 988 infrastructure bill with a fee
- **TEAL:** 4 states enacted 988 infrastructure bill without a fee
- **GREEN:** 4 states enacted 988 legislation to create 988 study and/or commission
- **MAGENTA:** 13 states have pending 988 legislation
- **DARK GREY:** 2 states considered 988 legislation that did not pass

988 LINE IMPLEMENTATION



HOW IS 988 DIFFERENT THAN 911?

- 911's focus is on dispatching Police, Fire, and Emergency Medical Services as needed
- 988 was established as a way to improve access to crisis services in light of the country's growing suicide and mental-health related crisis care needs
- 988's goal is to provide easier access to the Lifeline network and related crisis resources, which are distinct from the public safety purposes of 911



WASHINGTON STATE 988 INFORMATION

- Three 988 hubs in Washington:
 - Crisis Connections in King County
 - Frontier Behavioral Health in the Spokane region including several adjacent counties
 - Volunteers of America everywhere else in the state
 - Nationwide there are 180 licensed 988 call centers



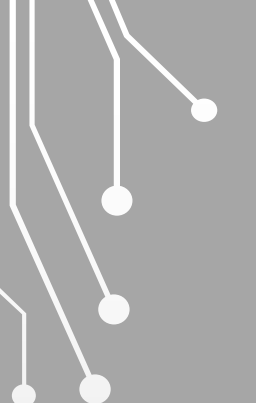
CHALLENGES AND CONCERNS

- Not enough call taking or response services available
 - 988 will answer, but they don't have new or more crisis responders to dispatch
 - Approximately 90% of calls taken by crisis providers are able to be resolved without a response, but for the remaining 10%, a responder is needed
 - Crisis call centers are experiencing staffing shortages similar to those in 911
- 988 Call Routing
 - Calls to 988 will route by **area code**, not by location
 - In today's world of cell phone number portability, this could cause delays and calls misrouted to other states



CHALLENGES AND CONCERNS

- No ANI/ALI information available to 988
 - No location information unless the caller provides it
 - Reliant on Caller ID
 - Makes a transfer to local 911 center difficult if needed
 - There is work underway to lobby for a change to geo-location routing, however there strong opposition due to privacy issues and laws associated with crisis lines



SNO911 ROLE IN 988 IMPLEMENTATION

- Review of systems and policy
 - Existing policy regarding referral to crisis lines can apply to 988
- Remain engaged in conversations at local, regional, national level
 - Partners in the region are actively involved in various ways, much of our information comes from ValleyCom Director Lora Ueland who recently sat on an FCC panel related to 988

988 Suicide and Crisis Lifeline:

What 911, Fire, EMS, and First Responders Need to Know



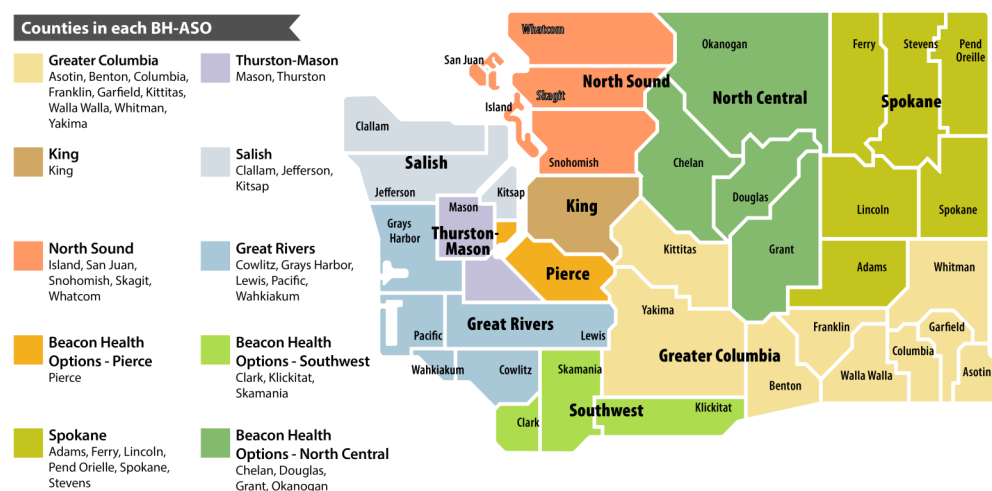
On July 16, 2022, Washington will join the rest of the United States in using the 988 dialing code — the new three-digit number for call, text, or chat that connects people to the existing National Suicide Prevention Lifeline (NSPL). People can dial 988 if they are having thoughts of suicide, mental health or substance use crises, or any other kind of emotional distress. People can also dial 988 if they are worried about a loved one who may need crisis support. Prior to July 2022, NSPL crisis centers were accessed by calling 1-800-273-TALK (8255). This number will remain active during the transition to 988.

911 and First Responders: What you need to know for July 16, 2022

Continue to use your current processes for connecting with regional behavioral health crisis services, such as your regional crisis line and/or mobile response. You can continue to access those services the same way you always have.

See the map of service areas for Washington's Behavioral Health Administrative Services Organizations (BH-ASOs).

Behavioral Health: Administrative Services Organizations (BH-ASO)



Behavioral health crisis services are administered and coordinated by BH-ASOs in the regions identified in this map. Contact the BH-ASO through the regional crisis line for more information on services available. **(Click the map for a list of county crisis lines.)**

988, WASHINGTON'S CRISIS RESPONSE

Building understanding, hope, and a path forward for those in need, where and when they need it.

PHASE 1: The immediate work ahead

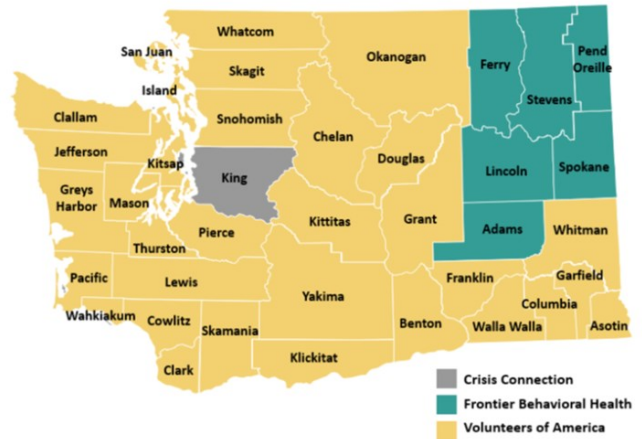
In the short-term, the goal is to **strengthen and expand the current NSPL crisis center infrastructure and capacity** to ensure trained crisis counselors are available to quickly respond to 988 via call, text, or chat.

On July 16, 2022, people who dial 988 will be connected to an NSPL crisis center. In Washington, 988 calls will be answered by the three current NSPL crisis centers: Crisis Connections, Frontier Behavioral Health, and Volunteers of America of Western Washington.

Calls are routed to the NSPL crisis centers based on the caller's area code using the map on the right.

There will be no change to the NSPL crisis centers' operations or services after July 16, 2022. They are working hard to bring on more staff in anticipation of a higher call volume.

Public promotion of 988 will occur after July 16 to ensure all phone carriers are ready to redirect 988 calls to the NSPL crisis centers. Washington's public promotion of 988 will align with guidance from the Substance Abuse and Mental Health Services Administration (SAMHSA) and Vibrant, the national administrator of the NSPL. Public promotion will make it clear that 988 links people to the NSPL.



NSPL crisis center coverage in Washington by county.

1-800-273-TALK (8255)

The current NSPL phone number will remain active after 988 goes live.

PHASE 2: Washington's vision for expanded and coordinated suicide and crisis services

In the longer term, the vision is to **build a robust crisis response system across the country** that links callers to community-based providers who can deliver a full range of crisis care services. In Washington, the work ahead is outlined by House Bill 1477.

House Bill 1477 outlines key changes to Washington's Behavioral Health Crisis Response System, including:

- Health plans making next-day appointments available (January 2023)
- Establishment of best practices for deployment of mobile crisis response teams (July 2023)
- Designation of crisis call center hubs (July 2024)
- Expansion of options for youth and adults to receive help while in crisis
- A technology platform that facilitates care coordination among crisis services in Washington

Over the next few years, the Crisis Response Improvement Strategy (CRIS) Committee will develop recommendations to the Governor and Legislature to support these important components of House Bill 1477.

For more information: [Crisis Response Improvement Strategy \(CRIS\) committees](#)

Contact

Lonnie Peterson, 988 Program Unit Supervisor
Washington State Department of Health
lonnie.peterson@doh.wa.gov | 360-236-3534

Washington State Health Care Authority
HCAProgram1477@hca.wa.gov



DOH 971-052 June 2022

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email civil.rights@doh.wa.gov.

Radio Replacement Project Updates

July 18, 2022

Subscribers:

- Opt-In Mobile installations are nearly complete. Everett and Tulalip Police Departments each have approximately 35 radios left to install. Quality checks at South County Fire need to be finished.
- Reports indicated Tulalip PD is officially using the radio system. Users are reminded that they may hear and communicate with Tulalip within the existing template designs.
- As part of wrapping up the mobile installations, SNO911 project staff will be contacting every opt-in and opt-out agency to obtain the following:
 - Opt-in agency: Sign-off/final confirmation that all mobile installs required are complete
 - Opt-out agencies: Status update on mobile installs
 - All agencies: Return of any unused mobile kits, supplies and parts to SNO911 inventory
 - Reconciliation is indicating there are some extra radios at the member agencies that did not end up being installed.
- Control stations and Fire Station Audio radio installation planning underway with Motorola. Site walks, test installs and scheduling will occur over the next few months.
- VHF for “Fringe-Area” operations is being implemented. Test ICOM radios have been delivered to validate the “deployable/hand out radios”. Codeplug development for the SNO911 APX radios is underway. Flash upgrades for SNO911 radios have been received.
- Emergency Button Keypress Duration reprogramming is essentially complete for Fire. Police agencies are being asked to update to Codeplug version 1.4 prior to the deployment Law/Sheriff button fix. SNO911 staff are working with individual law agencies to complete the difficult to update 1.4 version prior to a full fleet update to version 1.5. The quantity of accidental/false emergency button activations is back within normal/expected range indicating the programming update is working as designed.

Radio Sites/Microwave:

- New Microwave contractor identified. Microwave work to restart late August
- Permit for South Campus has not been received. Issue with tribal approval and non-responsiveness. Consultant is working the Federal Communications Commission on resolving the tribal communication issue.
- DC power system installation has started
- The project is in the site construction phase. This is an area of increased project risks because of unknowns that can pop up during construction.
 - Contractor (Day Wireless) is having staff churn which is delaying field work to prepare sites for installations.

Risks:

- Motorola and SNO911 are working to minimize schedule impacts involved with implementing a US Primary Design. Current estimated impact is 28 days of additional project time.
- Site handover dates are shifting which is requiring adjustments to the microwave and DC system installations. SNO911 and Motorola are evaluating the schedule impacts or changes that might need to be made.

Policy:

- No action requested at this time
- Future policy discussions – Long-term maintenance, subscriber ownership/insurance, subscriber warranty/support

U.S. Primary Redesign

- FCC Licenses have been received for a portion of the US Primary design. The remaining frequencies are being reviewed by the Regional FCC planning committee. No issues are expected at this meeting. Granting of all licenses needed to deploy a US Primary design should be in place by the end of September.
- Motorola has been directed to proceed with a US Primary frequency design, pending final Board approval. Motorola is working on a Change Order Proposal to identify the cost and schedule impacts of this SNO911 requested Change.
 - We've received updated coverage maps which have been shared with the PPC. Police and Fire TAC will have an opportunity to review in August
 - On track to bring an executable change order at the August Board.
 - Estimated project timeline impact is approx 28 days, but being refined.

RRP Policy & Major Decision Timeline

- 07/2022: RRP 2023 Budget Request provided an approved by SNO911 Board and ECSF Radio Advisory Board.
- 04/2022: RRP Major Project Update provided to SNO911 Board.
- 04/2022: APF VHF for “Fringe Area” First Responders approved.
- 03/2022: Executed Change Order 7 – Design work to move system to US Primary Frequencies. Further evaluation will be completed with TACs.
- 12/2021: SNO911 Board of Directors approved: WT09 - Additional Growth and Expansion Radio Reimbursement Request, WT08 – Radio Hardware and Replacement Services Policy, and WT07 – Lost, Stolen or Damaged beyond Repair Radio Equipment Replacement
- 12/2021: SNO911 Board of Directors approved amendment to APF 134 to include other suitable antennas identified by the project team.
- 11/2021: SNO911 Board of Directors approved APF 134 to cover expenses to fund antenna changes requested by member agencies.
- 11/2021: Police TAC approved Limited Access Talkgroup Authorization, Programming, and Auditing Policy.
- 10/2021: SNO911 Board of Directors approved Change Order 6 – radio quantities to fulfill needs of SCSO Corrections and delta of needs and changes from original project scope.
- 9/2021: ECSF Advisory Board approved project budget scope increase to capture additional subscriber needs of approx. \$4.7M.
- 7/2021: SNO911 Board of Directors approved Framework for Agency’s seeking radio replacement for lost/damaged/stolen radios (Update to Warranty Services Policy)
- 6/2021: SNO911 Board of Directors approved Warranty Services Policy, including authorization to purchase radio cache and other related equipment.
- 6/2021: SNO911 Board of Directors authorized creation of a new Capital Fund for agency subscriber equipment starting with a fund balance of \$150,000 and a target maximum of \$600,000.
- 6/2021: Fire-TAC approves mobile programming information
- 6/2021: Police-TAC approves mobile programming information
- 4/2021: Motorola provides “boston strap” to replace leather swivel holster for APX 8000 HXE portable radios
- 3/2021: Fire-TAC requests changes to radio programming templates, SNO911 receives Fire-TAC approval of updated templates
- 3/2021: Police-TAC requests changes to radio programming templates, SNO911 receives Police-TAC approval of updated templates
- 1/2021: SNO911 approves Law, Fire, and Sheriff radio programming templates
- 1/2021: Fire-TAC Template Committee approves programming
- 12/2020: Motorola Change Order 3 Approved
 - All systems – except paging – have been modified with new technical exhibits replacing existing exhibits, new schedule is established, project credit established and reserved for future/planned items
- 12/2020: Fire-TAC approves template changes and gives Fire Template Committee authorization for further changes
- 8/2020: Police-/Fire-TAC approves Subscriber programming templates (zone/channel assignments & ergonomics)
- 6/10/2020: Motorola Change Order 2
 - Updated Coverage testing methodology, final subscriber configuration and counts, increased functionality in subscribers (encryption/XE for fire, Wi-Fi for all)

- 5/2020: Phased deployment approach adopted
 - Decision to deploy system designed for 800 MHz Portable operations, and expand to support multi-band Portable operations as a future phase
- 4/16/2020 - Subscriber Scope of Services Policy approved
 - Agencies will own subscriber equipment, SNO911 will plan for long-term replacement and process/assist with warranty repairs
 - Installation details including differences for agencies who choose to opt-out of project installs
- 4/16/2020: Additional Subscribers Policy approved
 - Covers reimbursement parameters and process for radios purchased after 1/1/2019 and are an increase to quantities in project scope. E.g. New (additional) apparatus added to fleet
- 1/2020: WAVE5000 Pilot Program approved
- 9/2019: Fire Subscriber Replacement Policy approved, updated 5/2020
- 9/2019: Law Subscriber Replacement Policy approved, updated 5/2020
- 7/2019: Motorola Change Order 1
 - Allows agency cooperative purchasing, updated subscriber warranty protection
- RRP – Future Replacement Policy – Under Development

Snohomish County 911
Police Technical Advisory Committee
Meeting Summary for June 14, 2022 / 10:30-11:30 p.m.
Location: Web Conference

Meeting Attendance:

POLICE TAC REPRESENTATIVES					
Lt. Mike Gilbert - Arlington	✓	Cmdr. Pat Fagan - Lynnwood	✓	Asst. Chief, Andy Illyn - Mukilteo	✓
Clerk Karen Howell - Brier	✓	Asst. Chief, Jim Lawless - Marysville	✓	Sheriff, Adam Fortney - SCSO	
Sgt. Shane Hawley - Edmonds		Interim Chief, Stan White - Mill Creek	✓	Chief, Rob Palmer - Snohomish	
Capt. Bob Goetz- Everett		Dep. Chief, Ryan Irving - Monroe	✓	Lt. Jason Toner - Stanwood	✓
Sgt. Jim Barnes - Lake Stevens		Cmdr. Mike Haynes - Mountlake Ter.	✓	Officer Pete Knowlton - Stillaguamish	
ALTERNATE REPRESENTATIVES					
Lt. Peter Barrett - Arlington		Dep. Chief, Jeff Young - Lake Stevens	✓	Capt. Steve McDonald - SCSO	
Chief, Nick Almquist - Brier		Dep. Chief, Chuck Steichen - Lynnwood		Sgt. Karl Gilje - Stanwood	
Cpl. Mike Bard - Edmonds	✓	Cmdr. Brad Akau - Marysville		Officer Dean Munday - Stillaguamish	
De. Chief, John DeRousse - Everett		Chief, Jeff Jolley - Monroe	✓		
SN0911					
Executive Director Kurt Mills	✓	Ops. Sys. Coord. Derek Wilson		Sec./Inf. Team Manager Bleu Jaegel	
Deputy Director Terry Peterson		Ops Manager Karen McKay	✓	Radio Sys. Mgr. Howard Tucker	✓
Director of Tech Marlin Herolaga		Ops Manager Hattie Schweitzer	✓	Proj Mgr. Christopher Ampongan	✓
Director of Ops Andie Burton	✓	App. Team Mgr. Brent Meyer	✓	Rec & Admin Manager Sheila Betts	✓
SUPPORT STAFF & GUESTS					
Master PO Travis Katzer - Everett	✓	Chief Michelle Bennett - Edmonds	✓		

Note: *Follow-up action items are noted in italics. Decisions are underlined. **Motions are underlined and bold.***

Chair Jim Lawless called the meeting to order at 1030 hours.

1. **Roll Call:** Roll call was done as attendees logged into ZOOM.
2. **Approval of Minutes:** The May 10, 2022 minutes were approved by Deputy Chief Ryan Irving and 2nd by Assistant Chief Andy Illyn.
3. **Announcements:** None
4. **Reports:**
 - A. **Policy Review Committee:** Jim Lawless
Nothing to report.
 - B. **Mobile Users Group:** Travis Katzer
Group has not met; however, approval is pending for Bart Foutch to replace Stan White.
 - C. **SN0911 Updates:** Kurt Mills
 - i. **Staffing:** Kurt shared that just like many of our member agencies, SN0911 is struggling with maintaining dispatch operations at full strength. To help address this, SN0911 will be ramping up recruiting through different venues in the Fall. Also, a few weeks ago, there were some operational changes implemented on the Fire Dispatch side. The change consisted of consolidating one of the Fire talk groups between 1900-0700 eliminating the need for a full position during those hours. Services to the community are not affected and will be transparent to our citizens.
 - ii. **New Facility:** SN0911 is actively negotiating to acquire the old Frontier Bank building on Everett Mall Way and 4th as their new facility.

D. PTCC: Brent Meyer

- i. **MyCrimeReport (MCR):** Some of our member agencies have inquired about making potential changes to MCR. SNO911 will be creating an MCR workgroup and reaching out to member agencies who currently use MCR, to get feedback (what is working, what would they like to see changed/added, etc). Through this workgroup, requests and suggestions will be vetted for a 2023 MCR project.
- ii. **LexisNexis:** The current Accurint Crime Analysis Portal (ACA) version will be obsolete as of June 20, 2022.

E. Radio Replacement Project: Howard Tucker

- i. **Mobile Installs** are proceeding and this phase of the project is nearly complete.
- ii. **Increased EMER Activations:** Howard reported the hope was to push out the reprogramming change for a longer duration Emergency Activation Button (EMER) press after everyone was upgraded to 1.4; however, the upgrade is not fleet-wide because there are several who have not received the firmware updates needed for 1.4. Chris Ampongan will be reaching out to agencies to provide them with the correct "hot-spot" location to receive the upgrade.
- iii. **Theft at Wireless Site:** Howard thanked SCSO for their quick response to a burglary that occurred at one of the sites overnight. Wireless Tech arrived at that site this morning to find the suspect asleep in his vehicle still on the premise. Howard said SCSO arrived shortly behind them and they were able to recuperate all of the stolen items, including the stolen generator battery.
- iv. **Tulalip** has received all their portable radios and their talk groups are now on the SNO911 radio system. Tulalip Dispatch equipment will be updated at a later date.

5. Technical Update: Brent Meyer

- A. FBI Audit.** Brent reported that the FBI security audit discussed at last month's meeting is still set for June 22nd.
- B. Viper Upgrade.** Everything is still on track for a September 19, 2022 "go-live."

6. New Business.

A. Change to MyCrimeReport (MCR) – Travis Katzer

Travis shared a handout, "*MyCrimeReport Hit and Run Option.*" Currently, when a Hit and Run is reported using MCR, they are interpreted by the system as a "*Malicious Mischief,*" or "*Vehicle Damage,*" report. The reporting party is provided an incident number and then the report goes into LERMS. When the online report becomes insufficient for the reporting party's insurance needs because the insurance company is requiring a collision report, the reporting party contacts the agency again and a field unit has provides a report (frequently causing duplication of CFS), or the reporting party is being redirected to the Washington State Patrol online collision reporting system.

The proposed recommendation to mitigate this and to expedite the process for our citizens is to update the title in MCR for Vehicle Collisions and Hit and Runs. If it meets the criteria of non-injury and is not in progress, the reporting party will then be automatically redirected to contact Washington State Patrol's online collision reporting system where once they've entered the required information, they should immediately receive a collision report (very similar to a Sector printout) that should meet the insurance company's requirements for filing a claim.

A motion was made by Deputy Chief Ryan Irving to proceed with the recommended changes in MCR, changing the title of Vehicle Collisions and Hit and Runs, and when specific criteriareis

met, the reporting party will be redirected to contact the Washington State Patrols online collision reporting system. The motion was seconded by Assistant Chief Andy Illyn and approved unanimously.

7. Old Business: None.

8. Good of the Order.

Stillaguamish Police – Enhanced Police Records (EPR) – Kurt Mills

Kurt shared that Stillaguamish Police Department has reached out to SNO911 to explore the option of having our Law Enforcement Records Team/Unit (LERT), take over the entry of their records (same service provided to the “South 7”). Because Stillaguamish Police Department handles a minimal amount of EPR per year, SNO911 is considering this option, potential assessment formula and potentially providing a recommendation to the Board.

9. Adjourned at 1051 hours.

SNOHOMISH COUNTY 911

Fire Technical Advisory / Operations Committee

June 15, 2022

Committee Members in Attendance	☒ Eric Andrews	Sky Valley Fire	☒ Drew Bono	Fire District 24
	☒ John Chalfant	South County Fire	☐ Willie Harper	Fire District 25
	☒ Jason Hodkinson	Fire District 4	☐ Mike Worthy	Fire District 27
	☒ Seth Johnson	Fire District 5	☒ Mike Calvert	Everett Fire
	☐ Ryan Shaughnessy	Fire District 15	☐ Darryl Neuhoﬀ	Marysville Fire
	☐ Justin Johnson	Fire District 16	☒ Blake Engnes	Mukilteo Fire
	☐ Jim Haverfield	Fire District 17	☒ Dave Kraski	North County RFA
	☒ Keith Strotz	Fire District 19	☐ Brett Blankenship	Paine Field Airport FD
	☐ Chad Schmidt	Fire District 21	☒ Steve Guptill	SRFR
	☐ Travis Hots	Fire District 22	☐	
	☐ Tim Bond	Fire District 23	☐	
Alternates in Attendance	☐ Whitney Mansfield	Fire District 4	☐ Jeff Cole	Marysville Fire
	☐ Scott Anderson	Fire District 16	☐ Kirk Galatas	Mukilteo Fire
	☒ Bill Dane	First District 17	☐ John Cermak	North County RFA
	☐ Gino Bellizzi	Fire District 19	☐ Tony Mace	Paine Field Airport FD
	☒ Jeremy Stocker	Fire District 22	☒ Ernie Walters	Sky Valley Fire
	☐ Dennis Fenstermaker	Fire District 24	☒ Ryan Lundquist	SRFR
	☐ Dave DeMarco	Everett Fire	☐ Thad Hovis	SCF
Guests and Staff in Attendance	Colby Titland, SRFR	Andie Burton, SNO911	Howard Tucker, SNO911	
	Theresa Ramey, North County RF	Hattie Schweitzer, SNO911	Brent Meyer, SNO911	
	Mike Gatterman, Fire District 4	Kurt Mills, SNO911	Meg Bittinger, SNO911	
	Jason Allen, Camano Fire	Terry Peterson, SNO911		
	Gloria Bolin, Tyler Tech	Derek Wilson, SNO911		
	Duane Kietzman, Tyler Tech	Chris Ampongan, SNO911		

Note: *Follow-up action items are noted in italics. Decisions are underlined.*

Chairman Eric Andrews called the meeting to order at 1:30 p.m.

1. ANNOUNCEMENTS: N/A

2. APPROVAL OF MINUTES: A motion was made by Drew Bono and seconded by John Chalfant to approve the May, 2022 Fire TAC / Ops meeting minutes as written. Unanimously approved.

3. COMMITTEE UPDATES:

- A. PTCC / NWS.** *Brent Meyer.* They talked about the Fire Mobile Client exception error. They did get an update, and a map update will be pushed out on Monday. They also did a GIS update and they are verifying that the GIS updates did not replace the map files.
- B. Technical Update.** *Brent Meyer.* SNO911 has their first FBI audit next week. It really concerns law enforcement more than fire. They are expecting some minor findings but they are hoping all goes well overall. The Viper upgrade is still on track for the week of September 19th.
- C. Radio Replacement Committee.** *Chris Ampongan.* They are currently at 60% complete as of today, which is 70% faster than the original plan, so things are going well.

- D. Radio Procedures Committee.** *Hattie Schweitzer.* The committee met on Monday and discussed the Wildland Urban Interface Fire Call Type. They are looking at making a recommendation for a change in call processing. They discussed how it would compare to the Brush Fire Call Type, how it would fit in, and what the expectations would be for the agencies, going forward, as far as responses. A draft went out today and they will be circulating it to the committee members over the next month. They also discussed paging expectations. There was a request to take a look at the current policy and procedures, see what they have and what updates may need to be added, and go from there.
- E. Fire User Group.** *Derek Wilson.* No meeting – nothing to report.
- F. Fire Standards/Data.** *Brent Meyer.* They are scheduled to meet on the 27th of this month.
- G. County Fire Resource Plan Committee.** *Jeremy Stocker.* The County Chiefs adopted the resource plan at their last meeting. Now they are working with Derek to get the strike team task force responses changed. This, however, will require a procedural update in the Radio Procedures Manual, so that committee will need to take a look at that.
- H. Enabling VHF on Multiband Radios.** *Howard Tucker.* They met with the stakeholders and went over the proposal and channel assignment. They identified what they thought was needed and received some feedback asking that additional counties be added. They are evaluating the impacts of this request because the ICOM radios that they intended on ordering don't have enough channel availability for those additional counties (Whatcom, San Juan, Chelan and Okanogan). Drew is going to look into the technical information for these counties so that SNO911 can determine what the impacts would be in adding them into the APX radios. The flash upgrades for the APX radios have been ordered and are probably a couple months out. The ICOM radios should be here in the next few weeks and should be distributed by late July. Then they'll just have to work on the APX code plug and wait for the flashes to arrive.

- 4. SNO911 UPDATE:** *Kurt Mills.* There have been two break-ins in two consecutive days up at the Gold Hill site. On the second day one of the wireless techs found the suspect still there and passed out in his vehicle. The Sheriff's Office arrived and they were thankfully able to get everything back that was stolen, but unfortunately, there was some damage to the site. In better news, SNO911 has a purchase/sale agreement out for a piece of property located on SW Everett Mall Way, just down the street from the current location. The Board will be discussing the agreement tomorrow. If it gets approved, they will move forward and do all the checks and verifications to make sure the building will indeed work. The great news is that the building is significantly bigger than the current SNO911 building. Continued updates to come.
Derek Wilson. Derek shared a PowerPoint presentation on Fire Response Plan/Recommendations Update and went over some of the issues that have come up since the upgrade. Gloria Bolin and Duane Kietzman of Tyler Technologies were present to answer any specific questions. The 2 main issues are the recommendation engine logic issues, and the loss of unit routable location. The engine logic problem is not going to be a quick fix, it will ultimately be a software fix provided by Tyler, potentially as part of an upgrade. The second issue will have a fix delivered soon, hopefully by early next week. For more information or a copy of the PowerPoint presentation, please contact Derek.

5. **OLD BUSINESS:**

- A. **First Due Workgroup – Blake Engnes.** The committee has been meeting with First Due weekly for the past couple of months. Everyone should have received an email regarding the first Train the Trainer event next week, June 22nd and 23rd. South County Fire is hosting at Station 15. If you are interested in participating, contact BC Anderson from SCF or accept the email invite. They are still working on the policy, and the Train the Trainer event should answer some outstanding questions they have before finalizing the policy.
- B. **Fire TAC Rules for Election of Chair and Vice Chair – Terry Peterson.** Following the last Fire TAC meeting there were some questions as to the rules that Fire TAC adopted. Please see the attachment that went out with the Fire TAC packet that Meg Bittinger emailed.
- C. **Dispatch Staffing and Talkgroup Assignments/New Model – Andie Burton.** Regarding the staffing update, the dispatch floor is at about 77% strength, which means that there are only 75 people actively participating in the schedule. This obviously is not ideal. They do however have an academy starting in July, and the recruiting coordinator is now trained to proctor the Public Safety Testing exam. This enables SNO911 to hold exams in-house, and that means participants are applying to SNO911 alone, instead of having their scores sent to multiple agencies like they do when they test at PST. There are 12 people scheduled for the next in-house exam, which is a great number.

To recap the changes made on June 1st, Marysville Fire was moved over to TAC 1 with Everett. This is for 24 hours a day, 7 days a week. Also, TAC 3 and TAC 5 are combined from 1900-0700, 7 days a week. SNO911 management has been checking in regularly with the dispatchers and supervisors, and it appears to be going well. Per Eric, there needs to be a committee established to address a new dispatch model moving forward. He would like to have a special meeting/work group with as many members as possible. Eric spoke with John Chalfant about this, and they set up a meeting at South County Fire that will be on June 21st at 1300. If anyone is interested, please show up for the meeting and bring any and all ideas you may have.

6. **NEW BUSINESS:**

- A. **Zone Response Plan – Zone Representatives – John Chalfant.** As soon as the County Chiefs approved the new Fire and EMS Resource Plan, talk turned to zone coordinators. Chief Hovis asked John to discuss it here at Fire TAC to inform everyone that they are looking for volunteers for zone coordinator positions. The goal is to have 1 lead and 1 alternate for each of the 4 zones, for a total of 8 zone coordinators. For those interested, page 13 of the document explains the philosophy and thought process regarding the zone coordinators. The ask is that everyone talk to the people in your agencies and bring some names back to the next Fire TAC meeting in July.
- B. **Disbanding FOC Alternative and County Resource Planning Subcommittee – Derek Wilson.** The FOC Alternative and the County Resource Planning Subcommittee merged together with their common goal of what to do during CADLite dispatching. They started with the initial manual recommendation process, and then Chris Gass developed the CADLite Recommendations Engine, which has been deployed. Since this has been adopted and is the go to, the FOC Alternative Committee can disband.
- C. **Establish Modes of Operations Subcommittee – Derek Wilson.** With the zone concept being deployed, they plan on bringing in the Modes of Operation Tool within CAD to help, under specific circumstances, adjust how agencies handle or respond to calls automatically. Derek would like to establish another committee to determine how to deploy the Modes of Operation

concept, so that under the criteria within the county resource plan, they can adjust at a saturation or resource depletion level, how the county reacts to events. If anyone is interested in getting this committee off the ground, please get in touch with Derek.

7. GOOD OF THE ORDER: N/A

8. ADJOURN: The Fire TAC / Operations Committee adjourned at 2:11 p.m.

The next Fire Technical Advisory / Operations Committee meeting is scheduled for Wednesday, July 20th at 1:30 p.m. via ZOOM.

DRAFT

**Snohomish County 911
Finance Committee
Meeting Summary for July 14, 2022 / 1:30 – 3:00 pm
Location: Remote Meeting via Zoom**

Meeting Attendance:

Committee Members					
Dave DeMarco	✓	Derek Daniels	✓	Steve Guptill	✓
Jim Lawless					
Staff Support Team					
Kurt Mills	✓	Terry Peterson	✓	Wade Anderson	✓
Sharon Brendle (notetaker)	✓				

1. **Call to Order and Announcements.** Chair Dave DeMarco called the meeting to order at 1:32 p.m. There were no announcements.
2. **Introduction of Finance Manager.** Kurt introduced the new finance manager, Wade Anderson. Wade spoke about his experience and updated the committee on his involvement with Moss Adams and the internal control procedure audit. He reported that they have everything they need and will be issuing a report with their recommendations.
3. **Reports.**
 - A. **Blanket Voucher Report.** There were no questions raised. **Derek Daniels moved and Steve Guptill seconded to recommend the Board approve the Blanket Voucher Report for June. The motion passed.**
 - B. **Fund Balance Report (June).** Informational report only.
4. **Old Business.**
 - A. **Finance Assistant Extension and Planning.** Kurt reminded the committee that the temporary position was approved by the board last year. He described the strong individual currently in the role and is proposing to extend this position through the end of 2022 and request that it be made permanent as part of the 2023 budget. The committee expressed their full support for this proposal.

Derek Daniels moved and Steve Guptill seconded to recommend the Board authorize the continuation of the Finance Assistant position through the end of 2022. The motion passed.
 - B. **HR Director.** With the recent departure of Angie Baird, the former HR and Finance Director, Kurt explained that they propose separating the departments and due to a pressing need, he hopes to fill the HR Director position soon. He said they will be re-examining the organizational structure as part of the 2023 budget and expect to make other changes. The new job description was reviewed by Summit Law who has also been asked to participate in the interview process for the position to make sure the candidate has the right qualifications. He added that this position can be absorbed into the current budget for the remainder of the year, and will be added to the 2023 budget. The committee voiced their support for the separate positions being proposed.

Derek Daniels moved and Steve Guptill seconded to recommend the Board authorize creating and recruiting a Grade 16 HR Director position. The motion passed.

5. **New Business.**

A. 2023 Budget - Engagement Initiative Executive Summary. Kurt presented the summary and explained that within the industry 100% of the dispatcher's time is spent working as a call taker or dispatcher. Added to that is an attrition rate at 30%. He explained that there is no time built in to the schedule for training or any professional development. Policy changes or procedural updates are sent via email, but there are varied rates of compliance with that. Specifically, employees don't have any uninterrupted time to complete necessary training, unless they come in on a day off which would be overtime. Management is proposing modifying the schedule in an effort to improve engagement with the workforce. He explained that instead of working a 40 hour workweek with 100% of the time on the dispatch floor, they propose a work week where the dispatchers would spend approximately 90-95% of time on the floor with the rest of the time devoted to professional development, continuing education, mandatory trainings, employee engagement, etc. Kurt explained that management has already developed ideas for 15 different engagement opportunities. These include staff meetings, wellness and health training, as well as certification training updates. He understands the financial challenges, and they are currently looking at ways to implement the plan along with covering the increase in costs with some additional revenues. He said they think this is in the best interest of the employee given their high stress job. Terry added that if each employee requires 18 months to hire and train, but the employee only stays for 4-5 years, it's going to be very difficult to continue managing the agency. He thinks that the proposal addresses the root of the problem so employees become more engaged in their careers with more of a long-term goal. Rather than consistently budgeting for turnover, they would like to invest in the workforce that results with people working longer. Asked about whether this information was coming out of exit interviews, Kurt replied that it was and explained that what's consistently expressed is that employees like the job, the mission and their co-workers, but they feel disconnected from the agency. The committee had a lengthy discussion on this proposal, and expressed their apprehensions and concerns, but all agreed to read and summary and discuss it further with the Board.

2023 Preliminary Budget Discussion. Kurt presented a high level overview of items that are impacting next year's budget. He will present a full budget and capital plan for the August meeting. He reminded the committee that the ILA requires the board approve the ILA no later than September of each year. He listed the agency's major revenues, including an anticipated increase in the E911 excise tax. Due to possible volatility, they only apply 94% of the E911 funds to the budget. They also expect an increase of \$1.5 million in revenue coming from the tax measure. He listed out the priority expenditures for those funds in support of the Radio Replacement project. He also spoke about the projected increases in healthcare, along with other personnel costs which account for about 85% of the budget. Asked about whether or not the vacated evening fire position would be restored, Kurt replied that they want to get back to covering that position as quickly as they can. It was also mentioned that a formula adjustment may need to be considered if that position cannot be restored. In mentioning rent for all buildings he reported an expected rent increase with the City of Everett as well as the City of Mountlake Terrace will begin charging for rent next year at the South Campus facility. Other items Kurt mentioned is utilizing again the company that prepared the annual report and the possibility of sharing a Public Information Officer with another agency. He went through the other expenditures and explained the expected increases.

Kurt requested the committee move into a closed door session at 2:20 pm to discuss COCA recommendations for 2022. No action was expected. They returned at 2:29 pm and resumed their regular meeting.

- B. SAO Audit Timing.** Kurt reported that he received an email from the State Auditor, which was shared with the committee, asking if the agency would be interested in going to a one-time two year audit. After some discussion, they are all in favor of this and wanted the committee to weigh in. Committee members agreed to this.
- C. SNO911-SNO PUD Radio Partnership.** Terry recalled that they had written an executive summary to the PUD inviting them to join with SNO911 on their radio system instead of building their own. They would be a subscriber on the system. Terry reported that there have been ongoing conversations with the PUD on this topic. They still intend to complete their RFP, but have asked SNO911 for pricing. Terry modeled a formula similar to what was done for Tulalip, and provided some preliminary pricing of around \$450,000 per year. They said they will be considering the proposal, along with their RFP responses in August. Terry confirmed that there is capacity for allowing them on the system, and added that the PUD has a larger coverage area, which may allow additional radio sites to be added to SNO911's system. Kurt added that the PUD would be on a lower priority than public safety.

6. Good of the Order.

- Kurt shared a Market Conditions report recently received from OAC who is helping with the future facility. The report was included in the packet. It includes information on supply chain issues and cost increases.

7. Adjourn. The meeting was adjourned at 2:37 pm. The next meeting is scheduled for August 11th at 1:30 p.m.

**Snohomish County 911
Personnel Committee
Meeting Summary for July 13, 2022, 9:00 a.m.
Location: Web Conference**

Meeting Attendance:

Committee Members					
George Hurst, Chair	✓	Thad Hovis		Jonathan Ventura	✓
Staff Support Team					
Kurt Mills	✓	Terry Peterson	✓	Wade Anderson	✓
Sharon Brendle	✓				
Guests - Compensation Connections					
Nancy Kasmar					

Decisions are underlined; follow up matters are in *italic*.

The meeting was called to order at 9:03 am by Committee Chair, George Hurst. Kurt introduced Wade Anderson, SNO911's new Finance Manager, to the committee.

- 1. Compensation Connections Update.** Nancy Kasmar of Compensation Connections presented a draft version of the agency's Compensation Philosophy. In discussing how often they would review the philosophy, Kurt thinks a review could occur every two to three years to coincide with market review and renegotiations with the represented employee groups. Once final edits are made, some current policies may need to be changed to fall in line with the new philosophy. Kurt reminded the committee that any policy changes will need to be presented to the board for their support and approval. During the committee's discussion, they suggested some changes and agreed that the philosophy seems to be very representative of the organization. After some additional fine tuning, the committee agreed to present the Compensation Philosophy to the board at the next meeting.

Nancy then went over a compensation spreadsheet that her firm created. Kurt explained that Angie had previously worked with the consultants on working through the job matches. He added that there are a few positions that are unique to the industry that may need some additional time to finalize. Nancy spoke about the structure still being in the works, and it was explained that the structure will consist of the pay grid, grades and steps. She spoke about the surveys they reviewed while working on job matching/compensation, including those that are part of the 911 industry. They also checked a number of organizations within the industry for pay data/salary ranges for the jobs they were researching. They also discussed specific jobs and how their salaries fall within the market. An updated spreadsheet will be emailed to Kurt, who said that he would get the current wage scales filled in and returned back.

The group also plans to meet again next week (Tuesday, 7/19) to go over the draft structure, then will place everyone into the appropriate grade that is recommended by the market. Nancy left the meeting at 9:47 a.m.

- 2. Center Executive Staffing Summary.** Kurt presented the summary and explained the challenges they are facing with the current labor market, as well as the 28-30% attrition rate within the 911 industry. He explained one of the situations within the industry is that 100% of the dispatchers time is spent working as a call taker or dispatcher. There is no time built in for training, professional development or interactions with their coworkers. Any policy changes are sent via email, with varied compliance results, which means any employee engagement needs to be done while the employee is working a position.

Kurt explained that employees also don't have any uninterrupted time to complete training. Management is proposing an effort to improve engagement with the workforce by modifying the schedule. He explained that instead of working a 40 hour workweek with 100% on the dispatch floor, they propose a 37-39 hour work week where only 36 hours is on the floor and the rest of the time is considered engagement. Any additional time spent now on mandatory training is covered as overtime. He described some of this time to include staff meetings, wellness and health training, as well as certification training updates. They would be looking for a minimum of four hours per week to spend time giving employees an opportunity to focus their attention on other matters besides working the phones. Kurt said this would likely require 10% more staff, or around 13 people. He understands the financial challenges, and they are currently looking at ways to implement the plan along with covering the increase in costs. Committee members expressed their understanding of the issue, and while they support it, they are concerned with how it can be funded. Terry spoke about wanting to get to the root of the problem rather than increase staff to cover the attrition rate.

2023 Preliminary Budget Discussion. The Personnel Committee moved into a closed door session at 10:05 to discuss COLA recommendations. The committee reconvened at 10:15.

3. **HR Director.** Kurt reminded everyone that with the departure of Angie Baird, the agency is without an HR Director overseeing that department which has the HR Coordinator and HR Recruiter. Hiring an HR Director is a priority, and he explained that they will deal with the position of Finance Director and other department changes and moves independently as part of the budget process. Angie worked on developing the HR Director job description, with reviewing and editing done by Rod Younker at Summit Law. Summit Law has also agreed to support the current department as well as assist with the interview process. Kurt provided a current view of the department's organization chart as well as the proposed changes.

The committee supported to recommend the board authorize creating and recruiting a Grade 16 HR Director position.

4. **HR Departmental Notification Policy.** Kurt explained that there is a current procedure which is focused on the dispatch center and that covers HR notifications. Staff proposes that since the organization has grown this be changed to an agency-wide policy. This policy ensures that people in leadership roles understand that there are requirements to inform human resources on certain matters of a liability risk.
- The committee supported to recommend the board approve the HR Notifications Policy for the Personnel Administrative Manual.**

5. **Review Staffing Report.** Kurt reported they are currently down 14 full-time dispatch positions. Three trainees were recently hired. The staffing strength is now under 80%. Terry explained that in the previous Executive Staffing Summary presented to the Board in June, they announced that with the decreased staff they may need to downsize some of the operation. They currently have reduced their Fire Dispatch workstations by one during the evening hours. They are looking at extending this. Kurt explained that this reduction was the least impactful to operations. A question was asked if assessments paid by fire agencies would be adjusted because of this. Kurt explained that they are tracking the numbers and will be able to provide the fiscal impact to that change, if needed. Terry also reported that Seattle PD recently went out for bid for a protocol (Q&A) system that provides call takers with a script to interrogate police calls. He recalled that there is an AI (Artificial Intelligence) company that is partnering with another industry provider to respond to the RFP.

6. Round Table.

- George mentioned a recent news item regarding a pending lawsuit in Pennsylvania against a dispatcher that failed to dispatch an ambulance. Kurt explained that SNO911 doesn't have any protocol that would allow that. Fire Agencies are ultimately the ones that make the decision on whether or how to respond to each incident. Terry explained that due to a previous lawsuit in Skagit County, the MPDS protocol system they use, ProQA, instructs the call taker to say that they are notifying the fire department, rather than say they are sending the fire department. It comes down to the role and responsibility of the 911 center.
- Jonathan shared that he had previously said Arlington PD was down nearly half of their staff. He reported that they are slowly getting their numbers back up. They are down 2 FTEs, but are awaiting their academy spots to complete their training. They have 31 full time police positions, and 5 civilian positions.
- Asked about the Fourth of July call numbers, Kurt reported that call volume was down 25%, with non-emergency calls down 28%. There was discussion on whether the fireworks ban was working, and how divisive the subject is. The busy hour was at 10:00 pm.

7. The meeting was adjourned at 10:36 a.m. The committee meets again with Compensation Consultants on Tuesday, July 19 at 1:00 p.m., with the next Personnel Committee Meeting scheduled for Wednesday, August 10, 2022.