



**SNOHOMISH COUNTY 911 BOARD OF DIRECTORS
REGULAR MEETING AGENDA
August 18, 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**
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- 4. Approval of Agenda**
- 5. Consent Agenda**
 - A. Minutes from the July 21, 2022 Board Meeting4**
 - B. July 2022 Blanket Voucher & Payroll Approval Form:**
 - i. Checks 16201-16332, for a total of \$2,031,976.93
 - ii. Payroll Direct Deposit, in the amount of \$1,164,250.41
 - C. Resolution - Emergency Declaration for Gold Hill Repairs 11**
 - D. APF - Authorization to Pre-Hire GIS Coordinator 12**
- 6. Director's Report**
- 7. Old Business**
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F. Board Technical Leadership (No meeting)	
11. Executive Session (if needed)	
12. Good of the Order	
13. Adjourn	



1121 SE Everett Mall Way, #200
Everett, WA 98208
(425) 407-3911

August 10, 2022

Dear Chris,

I am writing to proudly recognize you for your **Exemplary Service** to SNO911 and its member agencies through the development of a solution for a long-standing operational constraint related to dispatching fire and EMS during a CAD Outage. CAD Lite was the first step towards internal improvements for manual operations, however a limitation remained in getting the right units dispatched to calls in a timely manner. Your development of a unit recommendation applet has saved time in processing and dispatching calls during manual operations and has reduced the need for member agencies to stand up Fire Operations Centers (FOCs) during planned or unplanned outages. The benefits of this new capability extend beyond the dispatch floor:

- Eliminating or severely reducing the need for FOCs means our agencies are more open to planned outages, which in turn allows SNO911 tech staff to apply needed patches and updates
- Significant cost savings for member agencies considering outages were typically scheduled outside of business hours, creating a potential need for overtime pay for those assigned to the FOCs
- Using your knowledge and expertise in-house to create this tool saved SNO911 a significant amount of capital and staff
- This automated process allows calls for fire and EMS to be dispatched to the appropriate resource, in turn providing a faster response to emergencies in the community
- The applet is flexible and configurable should fire agencies request adjustments to the existing basic unit recommendations

I recognize that you have been heavily involved in New World and the systems/technical side of Operations for quite some time. That said, your primary job duties at the time the applet was created were those of a Training Supervisor assigned to OTS. You created this extremely beneficial tool of your own volition, demonstrating SNO911's Core Values of Vision and Excellence, and clearly went above and beyond in this endeavor.

For all of the above listed reasons, I am recognizing you in accordance with SNO911's Exemplary Service Special Recognition Program including awarding you with eight (8) hours of PTO.

On behalf of SNO911 thank you and congratulations.

Sincerely,

A handwritten signature in blue ink, appearing to read "K Mills", written over a light blue horizontal line.

Kurt Mills

cc: Personnel File
Guardian Tracking

SNOHOMISH COUNTY 911 BOARD of DIRECTORS MEETING

July 21, 2022

Board Members & Management in Attendance	☒ Jon Nehring (President)	Marysville	☒ Jonathan Ventura	Arlington Police
	☒ Dave DeMarco	Everett Fire	☒ Richard Emery	Mukilteo
	☒ Derek Daniels (arr. 10 am)	South County Fire	☒ Pete Caw	Mntlk Terrace PD
	☒ Steve Guptill	SRFR	☒ Kurt Mills	Snohomish Co 911
	☒ Darryl Neuhooff	Marysville Fire	☒ Terry Peterson	Snohomish Co 911
	☒ Ryan Shaughnessy	Fire District 15	☒ Andie Burton	Snohomish Co 911
	☒ Ian Huri	SCSO Undersheriff	☒ Marlin Herolaga	Snohomish Co 911
	☒ Jason Biermann	Snohomish County	☒ Wade Anderson	Snohomish Co 911
	☒ Dan Templeman	Everett Police	☒ Derek Wilson	Snohomish Co 911
	☐ Judy Tuohy	Everett	☒ Howard Tucker	Snohomish Co 911
	☒ Rod Sniffen	Edmonds Police	☒ Chris Ampongan	Snohomish Co 911
	☒ George Hurst	Lynnwood	☒ Jordan Stephens	Legal Counsel
Alternate Board Members in Attendance	☒ Thad Hovis	South County Fire	☒ Don Schwab	Everett
	☒ Roy Waugh	SRFR	☐ Jim Nelson	Lynnwood Police
	☐ Rich Llewellyn	Everett Fire	☒ Jim Lawless	Marysville Police
	☐ 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		
Guests and Staff in Attendance	Stan White - Mill Creek Interim Police Chief		Alicia Berget - SNO911 (Public Location)	
	Riley McGinnis - Public Citizen		Sharon Brendle - SNO911 (Notetaker)	
	Damien Coan - SNO911			

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. Deputy Director Peterson called roll and confirmed a quorum. The following announcements were made: - Executive Director Kurt Mills introduced the new Finance Manager, Wade Anderson, and welcomed him to the agency. - He announced Derek Wilson's promotion to Operations Manager. He added that Derek has worked his way up in the organization starting as a dispatcher. - Chief DeMarco announced that Everett Fire's Assistant Chief, Rich Llewellyn, is moving to Lawrence, KS to take the job of chief for that department.	
2. Public Comments	None.	
3. Approval of Agenda	Executive Director Mills requested an order change to the agenda, which was to move Executive Session up to be discussed after New Business. <i>Interim Chief Darryl Neuhooff moved and Councilmember George Hurst seconded to approve the agenda as modified, with the Executive Session moved up to number 9. The motion passed unanimously.</i>	Agenda approved as Amended

4. Moment of Silence	President Nehring announced the sad news of the passing of Edmonds Councilmember Kristiana Johnson. Ms. Johnson served as an alternate board member. Director Mills spoke of her representation on the board, as well as her active participation on the future facility committee. The director also announced that Sky Fulton recently passed away. Mr. Fulton had served as the project manager for the New World project and spent six years representing the interests of all the agencies within the county on implementing the New World CAD and LERM software. The director requested a brief moment of silence in which to honor both Ms. Johnson and Mr. Fulton.	
5. Consent Agenda	<i>Interim Chief Neuhoff moved to approve the Consent Agenda, including:</i> <i>A. Minutes from the June 16, 2022 board meeting;</i> <i>B. Minutes from the June 29, 2022 special board meeting;</i> <i>C. HR Notification Policy; and</i> <i>D. June 2022 Blanket Voucher and Payroll Approval Form: Checks 16110 - 16200, for a total of \$1,008,432.36; and Payroll Direct Deposit in the amount of \$977,966.58.</i> <i>The motion was seconded by Councilmember Hurst and approved unanimously.</i>	Consent Agenda Approved
6. Director's Report	Director Mills shared a PowerPoint slide presentation and updated the board on some matters concerning the agency: ▪ The Purchase & Sale Agreement for the new building was executed. The due diligence period has started. They have until October 17th to complete that phase. They are in the process of issuing the earnest money check, and will be receiving reimbursement of the sales commission. ▪ The current project manager from OAC has left that company to take a job in Arizona. He said they'll be transitioning to a different project manager, Diana Brown. He expects to bring her to a future board meeting. ▪ They are in discussions with the Stillaguamish Tribal Police to provide law enforcement record services for them. They are currently providing the service to the former SNOCOM (South Seven) agencies. He explained that since this police department is small enough they think they can absorb them into the body of work. He expects to bring a formal agreement back to the board for their approval. ▪ Their marketing campaign on You Tube is underway. He reports some activity. This is part of a multi-pronged approach to try to bring more applicants into the agency. Because of the huge reduction in candidates going through Public Safety Testing, Recruitor Damien Coan, is currently proctoring some of the assessment testing on weekends and evenings.	
7. Old Business	A. Finance Assistant Position Continuation. The director explained that this is a follow up from October 2021 when temporary support for Finance was approved by the board.	

	▪ The plan is for a heavy remodel on one of the buildings, with a light remodel on the other. ▪ The estimate to do that work comes to \$35 million, and with sales tax on the construction it comes to \$38.5 million. ▪ Work will include seismic upgrades on both buildings, a full demolition to studs with the remodel of Building B and a light tenant improvement upgrade on Building A. ▪ Acquisition of the property is at \$10.5 million. ▪ Progressive design build method was decided upon by the board, so design fees, estimated to be 40% of the construction cost will be towards soft cost. That is a conservative estimate, and might end up closer to 30%. ▪ Total project is just under \$63 million. ▪ If during the due diligence phase the HVAC systems are determined to need total replacement, it would add another \$2.1 million per building. Deputy Director Peterson added that the projected revenue from the sales tax measure has been increased from \$18.3 million to \$21 million. This is a conservative number and is still under what has been collected. He stated that with the increase there is still sufficient room to fund the ongoing operation of the radio system, as well as the ongoing debt service for the 15 year pay-back period. He asked the board to authorize staff to communicate to the county that they wish to borrow \$49 million for the project. The county would issue a bond on behalf of SNO911, who in turn would pay the county back over a 15 year period. <i>Interim Chief Neuhoﬀ moved to approve requesting a \$49 million loan from the county through a bonding process for the purpose of acquiring and remodeling the new structure. The motion was seconded by Councilmember Emery and approved unanimously.</i>	Loan amount with the county to be requested at \$49 million.
8. New Business	A. SAO Inquiry to change audit cycle. Director Mills explained that he had received a one-time offer from the State Auditor’s office to change to a two-year audit cycle for years ending 2021 and 2022. With this change the auditor would conduct the audit sometime during 2023. This temporary cycle would return to the regular annual audit for year ending 2023. <i>The board supported this offer.</i> B. Appointment of SNO911 Treasurer. Director Mills spoke of the vacancy and explained that the bylaws require this position to be held by a staff member. Staff recommends Finance Manager Wade Anderson be appointed. Mr. Anderson would complete the remainder of the two year term. <i>Councilmember Hurst moved to appoint Finance Manager Wade Anderson as Treasurer for the remainder of the two-year term. The motion was seconded by Interim Chief Neuhoﬀ and approved unanimously.</i> C. Human Resource Director. Director Mills explained that with the departure of Ms. Baird, the agency would need to replace her with two positions. He added that it’s most important to hire	The board supported one-time audit to cover two years together. Wade Anderson is appointed Treasurer.

	an HR Director. Summit Law has agreed to support the agency through the hiring process and has also reviewed the job description to ensure it covers the needs of the agency. <i>Interim Chief Neuhoff moved to authorize creating and recruiting a Grade 16 HR Director position. The motion was seconded by Chief Thad Hovis and approved unanimously.</i> D. Compensation Philosophy Review. Director Mills explained that staff is not asking for the board to take action on this issue, only that they want to show the progress of the compensation study. The consultant is reviewing job placement of existing non-represented staff, as well as reviewing adopting some policies and practices with the goal of recruiting and retaining the talent needed to achieve the agency's mission. He provided a copy of the philosophy, and explained that once the philosophy is adopted, the policies associated with it will be worked on. Councilmember Emery voiced his support and suggested a service called Resilient Supervisors that is offered through Snohomish County Public Health. He will forward that information to the director.	Motion approved
9. Executive Session	Attorney Jordan Stephens announced that the Snohomish County 911 Board of Directors moved into Executive Session at 9:20 a.m. pursuant to RCW 42.30.110(1)(4) to receive and evaluate complaints or charges brought against a public employee; and RCW 42.30.140(4)(a) to plan or adopt a strategy or position to be taken by SNO911 during the course of collective bargaining or professional negotiations. The Executive Session planned to conclude at 9:35 a.m. At the conclusion the board planned to return to their regular board meeting, with no related announcements or actions taken. ▪ Executive Session was extended at 9:35 for 10 minutes; ▪ Executive Session was extended at 9:45 for 5 minutes; ▪ Executive Session was extended at 9:50 for 5 minutes; ▪ Executive Session was extended at 9:55 for 5 minutes;	
Return to Regular Session	President Nehring returned the Board to Regular Session at 10:00 a.m. and the board took no action.	
10. 2023 Budget Process	2023 Budget - Next steps. Director Mills shared some preliminary information about the budget and the status. He explained that the board will see a full budget and capital plan in August, with a second opportunity in September. The ILA stipulates that the budget must be approved by September of each year. A special meeting could be held if needed. The director also shared an executive summary, included in the board packet, which proposes a way to address the serious turnover issue that is common in the industry. He explained that 100% of the dispatcher's time is spent working on the floor. The lack of downtime makes it difficult to engage with employees, so he will be proposing in the next budget to start significantly increasing the number of full time employees (over a 3 year period) to run the center. He hopes that the net result will be an opportunity to decrease the work week to roughly 37-39 hours, with	

	the remaining hours spent as engagement time. This would include staff meetings, professional development, and health and well being breaks. He spoke about the challenges that exist in the 911 industry, and said that a lack of employee engagement is brought up in almost every exit interview. Employees who are leaving the agency experience a strong connection with the mission and with the people they work with on the floor, but a disconnect with management, the leadership team, and the agency overall. He also spoke about the need for a Public Information Officer and proposed a contracted support position for public education and other matters as they come forward. He brought up the possibility of finding another public agency that would partner on this issue.	
11. Reports	A. Agency Reports. Director Mills shared that SNO911 is participating in an NFPA commissioned study that examines dispatch times. Director of Operations Andie Burton and her staff have submitted data. Director Mills noted that the NFPA has published standards for dispatch, but they acknowledged that they have never studied this issue. Director Burton also reported on the recent launch on Saturday of the 988 number, which was implemented by the same organization behind the former Suicide Prevention 800 number. She covered some of the background and goals of the program, including that by the end of 2023, they hope that 98% or more of the calls will be answered within the state of the person needing assistance. She also spoke about what the impact will be to 911, and speculates that they may see an increase in calls from the crisis line to track down the location of the caller. Calls to 988 are not being routed geographically, only by area code. She explained that this raises issues because of cell phone portability as well as area codes that cover a large geographical area. They are closely monitoring the situation and will provide feedback as needed. B. Radio Replacement Project (RRP) Update. Deputy Director Peterson reported that they are finalizing the opt-in agency mobile installations. They consider this to be a major milestone that the project has reached. Project Manager, Chris Ampongan, will be reaching out to each agency to insure that nothing has been missed. There may be some additional mobile radios that were delivered to an opt-in agency, but did not get installed. They will be looking into this to ask that they be returned to be used for fleet expansion needs or repairs in the future. He also reported that Tulalip Tribal Police is actively using the system. Any law enforcement or fire agency that may need to communicate with that agency may do so directly on their talkgroup through the radio system. Notification will be sent out on this. Also reported is that the project has made process in the US primary frequency conversion. He expects to bring back an action proposal for review in August. C. Police TAC. Assistant Chief Lawless reported that Police TAC met last week. Director Burton added that the meeting was brief and they discussed some operational items, as well as SNO911's tech team plan to conduct a needs assessment related to online reporting.	PM Ampongan to reach out to each opt-in agency Notification to be sent out re: Tulalip PD on radio system

	D. Fire TAC. Assistant Chief Guptill reported that there was extensive discussion at the 7/20 meeting about the concept of redeployment of fire dispatchers that have been consolidated due to staffing challenges. They talked about conducting some experiments during October - November to examine different dispatch models. They received an update on the 988 system, and had a lengthy discussion about potentially sharing their automated CPR machines. He added that they also approved, beginning on August 1st, a realignment of the utilizations of their talkgroups. Deputy Director Peterson added that there are discussions about changing how they operationally dispatch fire, but it hasn't led to any authorized staffing level changes.	
12. Committee Reports	A. Finance Committee. Chief DeMarco reported that In addition to what was covered in today's meeting, they also have been having discussions with the PUD. Deputy Director Peterson explained that they've been having conversations with the PUD joining the radio system. The PUD issued an RFP a few months ago, and have about 650 subscribers with mobiles and portables. They will be making a decision next month on whether they should build their own radio system as a replacement to their existing system or join in with SNO911 as a subscriber. They were provided a rough estimate of potential subscriber cost to join. B. Personnel Committee. Committee Chair George Hurst wanted to thank the committee going above and beyond, and for coming together with Director Mills, Deputy Director Peterson, and Finance Manager Wade Anderson to work on the compensation study following the departure of Director Baird. She had been the driving force behind the project, so he appreciated everyone stepping up and seeing the project through. C. County EESCS Committee. Deputy Director Peterson, who now chairs the committee, reported that they had their quarterly meeting on the 20th and reviewed financials. Assistant Chief Guptill was named Vice-Chair. D. County ECSF Program Advisory Board. The deputy director reported that they have reviewed and approved the budget request that SNO911 submitted for use of the revenues for next year, for the RRP and future facility. E. Future Facility Committee. No meeting. F. Board Technical Leadership. No meeting.	Decision expected next month on PUD's radio system
13. Good of the Order	None.	
14. Adjourned	The meeting was adjourned at 10:23 a.m. The next meeting is scheduled for August 18, at 8:30 a.m.	

**SNOHOMISH COUNTY 911
RESOLUTION 2022-03**

A Resolution identifying an emergency, authorize the waiving of the competitive procurement process, and ratifying the purchase.

WHEREAS, on June 14, 2022 Snohomish County 911 (“SNO911”) discovered two separate break-ins had occurred at the Gold Hill radio site. For purposes of this Resolution, these events are hereinafter referred to as “the Emergency”; and

WHEREAS, the Emergency presented a real, immediate threat to the personnel and equipment at the Gold Hill radio site. The Gold Hill radio site is critical to SNO911 emergency communications and having an unsecured facility would have impacted radio communications and operations; and

WHEREAS, as a result of the Emergency, SNO911 staff hired Bigfoot Lock and Economy Fence for a total of \$3,142.62, utilizing the Emergency Exemption as described in SNO911’s Procurement Policy and Procedure; and

WHEREAS, SNO911’s Procurement Policy and Procedure requires the Board of Directors of Snohomish County 911 (“Board”) to, by resolution, identify the basis for the Emergency and authorize the waiving of the usage of the small works roster or formal sealed bidding process for public works projects under \$350,000.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SNOHOMISH COUNTY 911, as follows:

1. The Board identifies that the above-described Emergency constituted an unforeseen circumstance beyond the control of SNO911 and presented a real, immediate threat to the proper performance of essential functions of SNO911.
2. The Board identifies that the above-described Emergency constituted an unforeseen circumstance beyond the control of SNO911 and would likely have resulted in material loss or damage to property if immediate action was not taken.
3. The Board authorizes the waiving of the competitive procurement process required by the SNO911 Procurement Policy and Procedure and ratifies the above-described purchase.

Adopted by the Snohomish County 911 Board of Directors on the 18th day of August, 2022.

Attest:

President

Wade Anderson, Treasurer



Action Proposal Form

Date: 08/2/2022

Title: Pre-Hire Authorization: GIS Coordinator

Background / Purpose:

Our current GIS Coordinator is planning to retire in early 2023. This is a critical technical position at our agency for which we do not have redundancy. This position is responsible for all the GIS work in our public safety software platforms including the Tyler New World environment and CAD Lite. It is important that this data is updated regularly to help ensure 911 and responders have up-to-date maps and map data.

To help ensure a smooth transition of maintaining the geographic information data and technical work responsibilities we hope to try and find a replacement as soon as possible to either ensure a smooth transition or limit the gap of not having this critical position.

After reaching out to the County EESCS GIS team for support, they agreed to assist SNO911 with the GIS interviews and the GIS support during the new hire transition. We have laid down the foundation work towards a possible long-term partnership that would provide redundancy and additional support for this critical position.

Suggested Action/Recommendation:

Pre-hire authorization for the replacement of our GIS Coordinator.

Fund: Operating Fund 70



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>

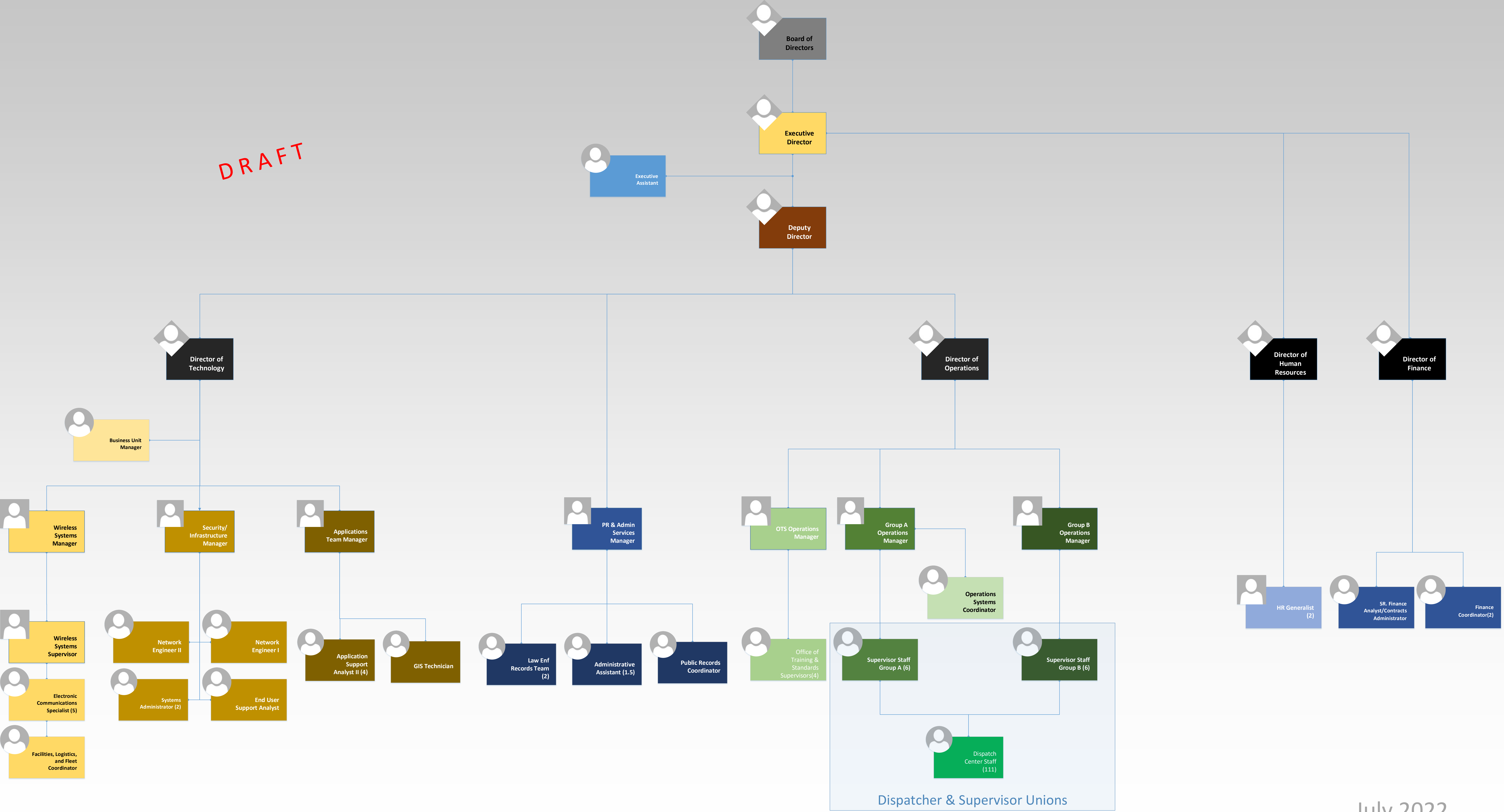
Executives from around the world say that enhancing employee engagement is one of their top five global business strategies. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation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

Snohomish County 911 Organizational Chart

DRAFT



July 2022

Insurance Authority

July 25, 2022

Kurt Mills
Snohomish County 911
1121 SE Everett Mall Way, Ste 200
Everett, WA 98208

Received

JUL 28 2022

SNOCO 911

P.O. Box 88030

Tukwila, WA 98138

Phone: 206-575-6046

Fax: 206-575-7426

www.wciapool.org

RE: 2023 WCIA LIABILITY ASSESSMENT NOTICE

Dear Kurt,

Below is your entity's preliminary liability assessment for 2023. This notice of assessment is provided mid-year for member budget purposes.

For 2022, the Executive Committee approved an overall WCIA liability rate increase of 40% as explained in the enclosed letter from Deborah Knight and Ann Bennett. Individual member rates are actuarially calculated and can change an **additional** plus or minus 15% based on the member and their actuarial group's losses. Member assessment rates are multiplied by reported worker hours. Therefore, it is possible that although you may experience a rate decrease, your assessment can still increase if you reported increased worker hours.

WCIA offers broad coverage and includes both cyber and pollution liability coverage at no additional charge in the liability assessment. WCIA assists members in avoiding and reducing losses through tailored risk management services and various training programs.

The 2023 assessments will be on the October agenda for Full Board approval. This letter serves as your official notice in accordance with the WCIA Bylaws, Article VI, Section 2, Assessment Appeal Process. Your entity has 30 days to file an assessment appeal pursuant to the terms and conditions of the Bylaws.

2023 preliminary **liability** assessment for Snohomish County 911: \$ 143,377

The WCIA 2023 property rate is expected to increase by 13% and the auto physical damage rate is expected to increase by 9%. WCIA estimates the Hartford boiler and machinery, and AIG crime/fidelity rates will increase approximately 5-10% for 2023. *Please review and keep your property and/or auto values up to date as increases/decreases in scheduled values will affect your assessment accordingly.*

Should your entity not complete all elements of the 2022 COMPACT, you will be charged a non-compliance penalty on your 2023 liability assessment. If you wish to change or institute a 2023 liability deductible, please contact Rob Roscoe before December 1, 2022. Your 2023 assessment will be invoiced at the end of the year and is due January 30, 2023. If you have any questions, please call me or Rob Roscoe at (206) 575-6046.

Sincerely,



Jared Burbidge
Finance & Administrative Services Manager



A Letter to the Membership from President Deborah Knight and Executive Director Ann Bennett

Goal 1 of the Washington Cities Insurance Authority's (WCIA) Strategic Plan is to "Protect and maintain the Authority's stability to ensure WCIA's longevity." Considering the current financial needs and to stabilize and prevent any further reduction in WCIA's undesignated reserve, the Executive Committee unanimously approved the Budget Committee's recommendation to adopt an overall rate increase of 40% for 2023.

Although the indicated 2023 overall average pool rate increase is 40%; individual member rates will vary based on your entity's claim losses and may increase or decrease an additional plus or minus 15% accordingly. While a rate increase of this size is a concern for all members, please keep in mind that the rate increases given to WCIA by outside carriers for reinsurance has ranged from 60-80% over the last several years (see Attachment A).

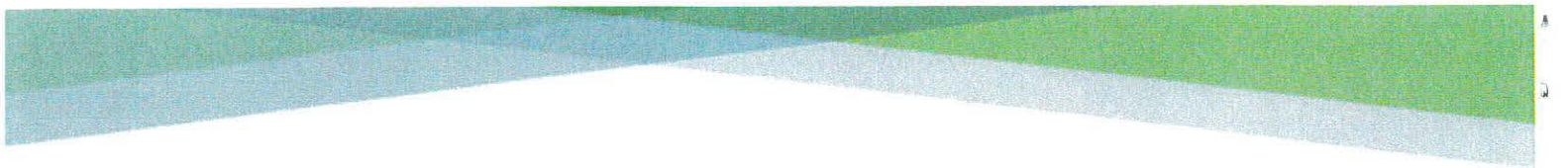
Factors Behind the 2023 Rate Increase

WCIA's current rate increase is necessary to maintain WCIA's financial stability and to allow the organization to continue to protect its members. As an insurance pool, our strength lies in our members' commitment to effectively manage risk to help reduce claim losses. The last several years have seen extraordinary changes in our member claim costs, jury awards, a lack of immunities protecting public agencies, and WCIA's cost to purchase reinsurance.

At the May 20, 2022 Full Board meeting, members were made aware of the growing negative loss trends experienced by WCIA. The cost for both labor and materials to repair vehicles and property have increased significantly. Members received an email in June regarding WCIA's net position decreasing \$20.6 million due to the claim payments/reserves increasing by approximately \$16.6 million from 2020 to 2021.

Juries nationwide are now awarding verdicts in the tens of millions of dollars for cases that would have been less than a million dollars just a few years ago. The immunities once granted to public agencies have been eroded by both State and Federal courts resulting in less dismissals and increased liabilities. The State legislature's expansion of the wrongful death statute has led to significant growth in costs and settlements. This past year, legislators sought to add additional exposures for police and add a component of pre-judgment interest in all tort actions. All these factors have hindered WCIA's ability to secure reinsurance above our \$4 million self-insured funded layer. Multiple insurance carriers are no longer doing business with public entities in our State and those who remain are seeking more money for less coverage.





A Letter to the Membership from President Deborah Knight and Executive Director Ann Bennett

Additionally, there was an approximate \$9.2 million decrease in the fair market value of WCIA's investments. The decrease in the fair market value of investments was due in large part to rising interest rates during the past year and the impact that has on the fixed income securities held in WCIA's portfolio. While these losses were somewhat offset by an approximate \$5.6 million increase in 2022's assessments, there is still a shrinking net position that must be addressed.

As the chart in Attachment B shows, these increased expenses and loss costs have resulted in the Authority's undesignated member reserves (contingency fund) declining from \$27,300,344 (2020) to \$6,636,875 (2021). Knowing the current volatility of claim values, the contingency fund is far too low.

Moving Forward Together

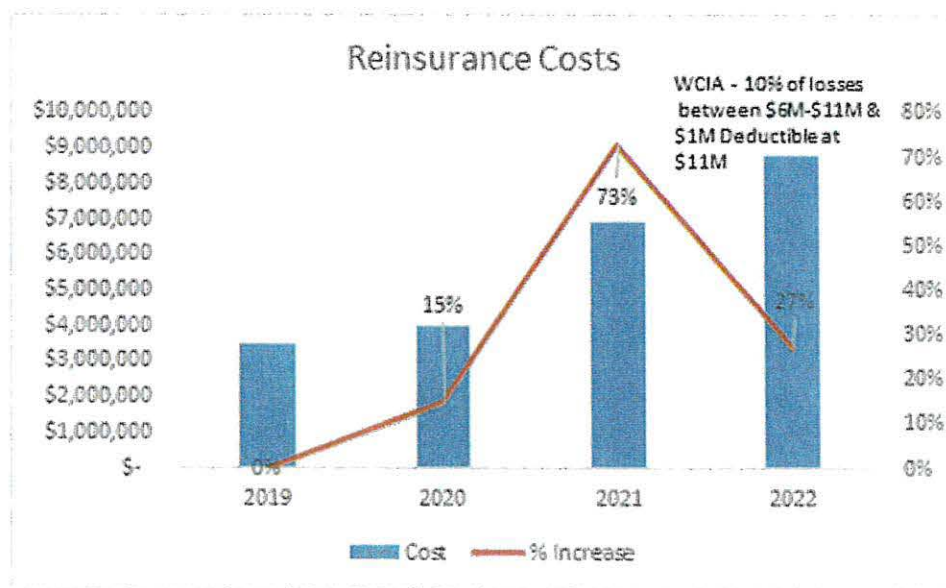
This is an unparalleled period of uncertainty with increasing claims costs and expanding risks. WCIA's commitment to helping members reduce risks, and lower costs, continues and staff remains available to assist members in evaluating their overall risk profile.

WCIA's Deputy Director Rob Roscoe is available to answer specific questions regarding the actuary's rate determinations. Additionally, Rob would be happy to address your governing board should they desire an explanation of WCIA, its benefits, and the need for the rate increase. Rob can be contacted at 206-687-7892 or robr@wciapool.org.

A Letter to the Membership from President Deborah Knight and Executive Director Ann Bennett

Attachment A

WCIA self-insures the first \$4 million of each loss and uses reinsurance to reach the higher limits, currently \$20 million per occurrence. Various carriers are used within the reinsurance structure, and each has raised their individual rates over the last four years. From 2020 to 2021, a 74% increase was coupled with a reduction of limits (\$25 million to \$20 million) due to a carrier pulling out of Washington State public entity business. From 2021 to 2022 another 27% increase occurred with WCIA assuming 10% of each loss between \$6 and \$11 million and a \$1 million annual deductible above \$11 million. These changes are a result of WCIA's current claim history and reinsurance carriers discomfort with Washington State laws, jury verdicts and lack of tort caps and immunities for public entities.

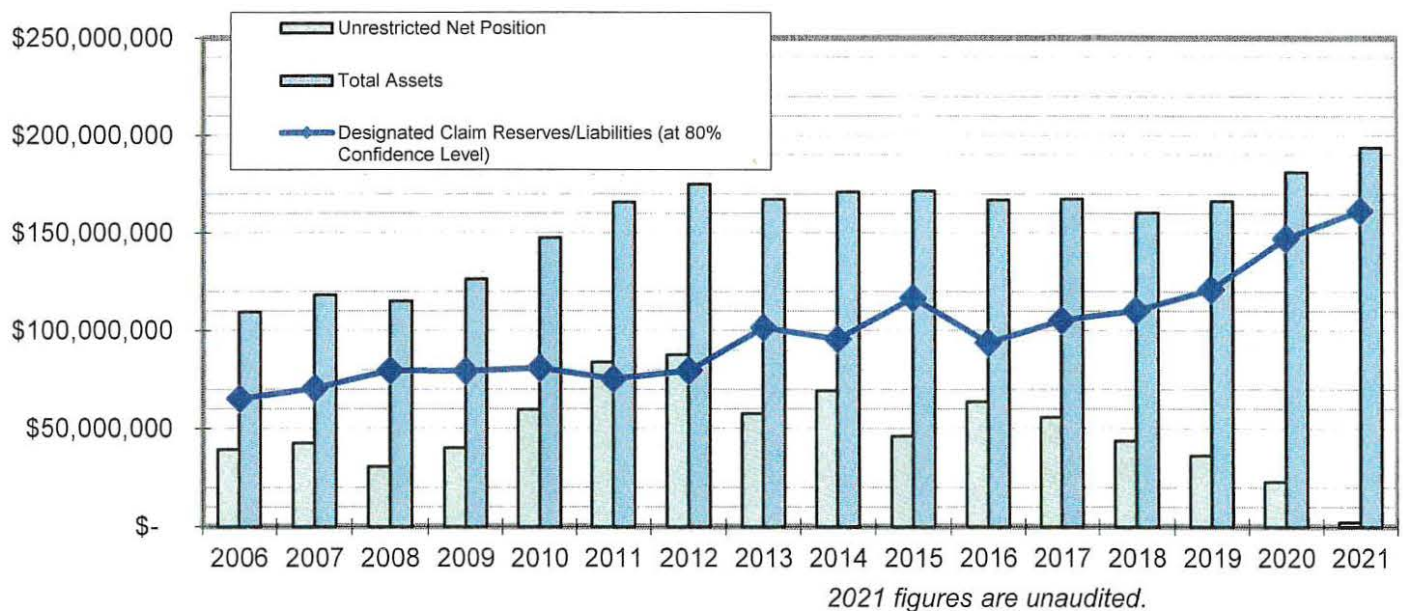


A Letter to the Membership from President Deborah Knight and Executive Director Ann Bennett

Attachment B

A 16-year history of WCIA's Total Assets and Unrestricted Net Position (contingency fund) demonstrates the multi-year decline of the contingency fund. While assets have increased, the claim reserves (shown by the dark blue line) have been steadily increasing to levels not seen before. Reserves at an 80% confidence level is the minimum required by statute for risk pools in Washington State and historically WCIA has been well above that minimum.

Assets and Reserves History



**SNOHOMISH COUNTY 911
RESOLUTION 2022-04**

**A RESOLUTION OF THE GOVERNING BOARD OF
THE SNOHOMISH COUNTY REGIONAL PUBLIC
SAFETY COMMUNICATIONS AGENCY (SNOHOMISH
COUNTY 911) DESIGNATING CERTAIN
EXPENDITURES FOR REIMBURSEMENT FROM
BONDS THAT MAY BE ISSUED BY SNOHOMISH
COUNTY, WASHINGTON, TO PROVIDE CAPITAL
FINANCING FOR A NEW 911 FACILITY.**

WHEREAS, Snohomish County Regional Public Safety Communications Agency (“Snohomish County 911” or “SNO911”) provides emergency communication services on behalf of its member agencies throughout Snohomish County. Snohomish County, Washington (the “County”) is one of the member agencies of SNO911; and

WHEREAS, the County reasonably expects to issue limited tax general obligation bonds as tax-exempt obligations, and to loan a portion of the proceeds of such bonds to SNO911 to be used to acquire, design, construct, furnish and/or equip a centralized building for housing SNO911’s facilities and equipment, and related costs of issuance and other transaction costs (the “Project”); and

WHEREAS, the United States Department of the Treasury has promulgated Regulations limiting the ability of an issuer or borrower to use the proceeds of tax-exempt obligations for reimbursement of prior expenditures; and

WHEREAS, any such declaration of official intent to reimburse must not be made as a matter of course or in an amount substantially in excess of the amount expected to be necessary for the proposed project; and

WHEREAS, SNO911 expects to finance the Project, in part, through the issuance of tax-exempt obligations issued by the County;

NOW THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF SNOHOMISH COUNTY 911, AS FOLLOWS:

Section 1. SNO911 reasonably expects to reimburse expenditures relating to the Project with the proceeds of debt to be incurred by the County (the “County Bonds”), and therefore makes this Declaration of Intent to Reimburse to preserve the ability of the County and SNO911 to reimburse SNO911 for such expenditures from the proceeds of the County Bonds.

Section 2. The maximum principal amount of County Bonds expected to be issued for the purpose of financing the Project is \$49,000,000.

Section 3. This Declaration of Official Intent to Reimburse is made pursuant to Section 1.150-2 of the Income Tax Regulations promulgated by the United States Department of the Treasury.

Section 4. This resolution will take effect from and after its adoption as provided by law.

Approved this 18th day of August, 2022.

SNOHOMISH COUNTY REGIONAL
PUBLIC SAFETY COMMUNICATIONS
AGENCY (SNOHOMISH COUNTY 911)

Board President

ATTEST:

Wade Anderson, Treasurer



Action Proposal Form

Date: 08/08/2022

Title: Update to Applicant Selection Standards

Background / Purpose:

Washington State Employment Security Department's June monthly employment report reflects unemployment in Snohomish County at 3.1% and 2.7% in King County. With the current challenges in locating qualified personnel to fill Trainee Dispatcher positions, it is necessary to update our Selection Standards to try to increase the applicant pool for employment consideration.

The agency misses the opportunity to review potentially qualified applicants due to the current Selection Standards surrounding marijuana usage prior to employment. Our Recruiting Coordinator reports five (5) people have withdrawn before completing the application after reviewing the Selection Standards for marijuana use within the 12 month time frame currently listed. There are likely more that we never engage with. Our recruiter has over 200 applications for the Trainee Dispatcher position from February 2022 to present. These are applicants that did not advance in the recruitment process for unknown reasons and are unresponsive to our attempts to contact. It is safe to presume that some of them are deterred by the Selection Standards which applicants are directed to review before proceeding in the application process. There may be additional applications that are not even signing up to test because of the Selection Standards.

The proposed changes to the Selection Standards are designed to give agency leadership the ability to consider an applicant's entire history and make employment decisions on a case-by-case basis. When reviewing an applicant's past, the agency will take into account circumstances surrounding marijuana usage, frequency of use (how often used such as daily/weekly/occasional, etc.), number of times used, and how recent the last usage was.

Suggested Action/Recommendation:

Authorize changes to the Selection Standards as presented.



Candidates should review and verify they meet all the Snohomish County 911 Selection Standards prior to proceeding with the application process.

Snohomish County 911 may elect to stop the background process at any time if you have failed to validate your personal and professional history meets Snohomish County 911's Selection Standards.

SELECTION STANDARDS

Required traits and qualifications: All candidates are required to successfully pass the testing and thorough, intense, and strict pre-employment background investigations for all positions, which may include a polygraph. Because every member of our team is a part of the Public Safety system, their integrity must be beyond reproach. We do not expect applicants to have a perfect past, but being honest about your past is critical to successfully passing the hiring process. You must be able to demonstrate that you have a work and personal background consistent with the following Snohomish County 911 requirements:

- A positive work history, including good attendance.
- A strong work ethic and a high level of integrity
- A track record of acting in a manner appropriate for a representative of the public safety community
- The ability to maintain public trust
- A demonstrated ability to work as part of a team and to maintain effective working relationships with coworkers and superiors.
- The ability to respond appropriately to stress, and to maintain emotional control while in stressful situations.
- ~~An established pattern of honest and ethical behavior in both professional and personal settings, and a history of acting with the highest integrity.~~
- ~~Accountability and a willingness to accept personal responsibility.~~
- ~~Good judgment and common sense.~~
- ~~A positive and constructive attitude.~~
- A willingness to be patient, non-judgmental, and accepting of other people, and a desire to serve and help people regardless of their identity or beliefs.
- The ability to be flexible, listen to others, and accept constructive criticism.
- Self-motivation and the ability to work with little or no supervision.

- ~~• Adaptability and appropriate responsiveness to change.~~
- ~~• A personal and professional showing of behavior appropriate for a representative of a government agency engaged in public safety.~~

Disqualification from Consideration for Employment: The following are some examples of history that may disqualify you from employment with a public safety agency.

1) Drug Use – Periodically, applicants have experimented with and/or casually used drugs, including illegal drugs and the illegal use of prescription drugs, at some point in the past. When looking at an applicant's past we take into account circumstances surrounding events, frequency of use (how often used such as daily/weekly/occasional, etc.), number of times used, and how recent the last usage was. Perfection is not expected. However, honesty is vital to successfully passing the background and having a successful career with SNO911. Any such use in violation of standards stated below will disqualify an applicant from consideration.

- No injection of illegal drugs regardless of time frame.
- ~~• No use/possession of any illegal drug, including those federally defined under Schedule I & II (with the exception of marijuana) in the last ten (10) years.~~
- No use/possession of marijuana/hashish or any THC product (vaping, edibles, etc.) within the last thirty (30) days from date of application. All marijuana usage, whether recreational or medicinal, will be evaluated on a case-by-case basis.
- ~~• No use/possession of unlawfully prescribed stimulants, depressants, intoxicants, or other similar drugs not legally prescribed to you, in the last ten (10) years.~~
- ~~• No use/possession of any other illegal drugs or experimental intoxicants within the last ten (10) years, including but not limited to "club" drugs such as Ketamine, GHB, Rohypnol, MDMA (ecstasy), or other drugs not listed here.~~
- ~~• No use of inhaled aerosols such as huffing (paint), whippits (nitrous oxide), sniffing (glues, solvents), or Khat within the last five (5) years.~~
- No use of hallucinogens, heroin, crack, meth, angel dust or similar illegal drug over three (3) times.
- No participation in the manufacture, selling, offering to sell, distribution or transportation for sale of any illegal drugs/narcotics, regardless of timeframe.
- Use of any controlled substance while employed in a criminal justice capacity.
- Failure to disclose pertinent information or attempt to conceal requested information will be grounds for disqualification.

Please note that use of illegal drugs and the illegal use of prescription drugs means the use of one or more drugs, the possession or distribution of which is unlawful under the Uniform Controlled Substances Act.

2) Criminal Activity - An applicant's criminal record, including all arrests, prosecutions, deferred prosecutions, "Alford" pleas, and non-conviction information will be

thoroughly assessed and may be grounds for disqualification from employment. The following will be disqualifying:

- Any adult felony conviction.
- Any misdemeanor or felony conviction while employed in a criminal justice and/or law enforcement capacity.
- Any domestic violence conviction.

3) Other Disqualifying Criteria

- The candidate does not meet the minimum qualifications required for the position.
- The candidate received a bad conduct or dishonorable discharge after serving with a branch of the United States military.
- The candidate is in the United States unlawfully or otherwise has his or her immigration, naturalization, or status as a United States citizen in question by the United States government.
- The candidate falsified his or her application, personal history questionnaire or any other forms, failed to disclose pertinent information or acknowledge involvement in illegal conduct (both past and present), or lied during any stage of the hiring process.
- ~~• The candidate failed to disclose or acknowledge involvement in illegal conduct (both past and present), or associations with known felons.~~
- ~~• The candidate has unprofessional or inappropriate work history, including a history of poor attendance, or poor conduct, misbehavior or inappropriate interactions with coworkers, supervisors, managers, customers, or the public.~~
- The candidate is presently the subject (as the assailant / offender) of any domestic violence-related protection order, restraining order, or other associated court order.
- ~~• The candidate failed to appear or participate in any scheduled oral interview, psychological examination, or other component of the hiring process.~~
- ~~• The candidate failed to respond appropriately to requests for information during the background process.~~
- The candidate distorted or misrepresented information provided or discovered during the background process or provided intentionally misleading information.
- ~~• The candidate expresses, either verbally or in writing, they are not able to meet the essential functions of the position, including working the hours required of the position, with or without a reasonable accommodation.~~

Initial the following:

_____ I have reviewed the required traits and qualifications section and can demonstrate I have a work and personal history consistent with the requirements.

_____ I have reviewed the disqualifying criteria section and I do not have a work or personal history that would automatically disqualify me from employment in public safety.

_____ I do not have any drug or criminal criteria that would automatically disqualify me from public safety employment.

Signature

Date

CLEAN COPY



Candidates should review and verify they meet all the Snohomish County 911 Selection Standards prior to proceeding with the application process.

Snohomish County 911 may elect to stop the background process at any time if you have failed to validate your personal and professional history meets Snohomish County 911's Selection Standards.

SELECTION STANDARDS

Required traits and qualifications: All candidates are required to successfully pass the testing and thorough, intense, and strict pre-employment background investigations for all positions, which may include a polygraph. Because every member of our team is a part of the Public Safety system, their integrity must be beyond reproach. We do not expect applicants to have a perfect past, but being honest about your past is critical to successfully passing the hiring process. You must be able to demonstrate that you have a work and personal background consistent with the following Snohomish County 911 requirements:

- A positive work history, including good attendance.
- A strong work ethic and a high level of integrity
- A track record of acting in a manner appropriate for a representative of the public safety community
- The ability to maintain public trust
- A demonstrated ability to work as part of a team and to maintain effective working relationships with coworkers and superiors.
- The ability to respond appropriately to stress, and to maintain emotional control while in stressful situations.
- A willingness to be patient, non-judgmental, and accepting of other people, and a desire to serve and help people regardless of their identity or beliefs.
- The ability to be flexible, listen to others, and accept constructive criticism.
- Self-motivation and the ability to work with little or no supervision.

Disqualification from Consideration for Employment: The following are some examples of history that may disqualify you from employment with a public safety agency.

- 1) Drug Use** – Periodically, applicants have experimented with and/or casually used drugs, including illegal drugs and the illegal use of prescription drugs, at some point in the past. When looking at an applicant’s past we take into account circumstances surrounding events, frequency of use (how often used such as daily/weekly/occasional, etc.), number of times used, and how recent the last usage was. Perfection is not expected. However, honesty is vital to successfully passing the background and having a successful career with SNO911. Any such use in violation of standards stated below will disqualify an applicant from consideration.
- No injection of illegal drugs regardless of time frame.
 - No use/possession of marijuana/hashish or any THC product (vaping, edibles, etc.) within the last thirty (30) days from date of application. All marijuana usage, whether recreational or medicinal, will be evaluated on a case-by-case basis.
 - No use of hallucinogens, heroin, crack, meth, angel dust or similar illegal drug over three (3) times.
 - No participation in the manufacture, selling, offering to sell, distribution or transportation for sale of any illegal drugs/narcotics, regardless of timeframe.
 - Use of any controlled substance while employed in a criminal justice capacity.
 - Failure to disclose pertinent information or attempt to conceal requested information will be grounds for disqualification.

Please note that use of illegal drugs and the illegal use of prescription drugs means the use of one or more drugs, the possession or distribution of which is unlawful under the Uniform Controlled Substances Act.

- 2) Criminal Activity** - An applicant’s criminal record, including all arrests, prosecutions, deferred prosecutions, “Alford” pleas, and non-conviction information will be thoroughly assessed and may be grounds for disqualification from employment. The following will be disqualifying:

- Any adult felony conviction.
- Any misdemeanor or felony conviction while employed in a criminal justice and/or law enforcement capacity.
- Any domestic violence conviction.

3) Other Disqualifying Criteria

- The candidate does not meet the minimum qualifications required for the position.
- The candidate received a bad conduct or dishonorable discharge after serving with a branch of the United States military.

- The candidate is in the United States unlawfully or otherwise has his or her immigration, naturalization, or status as a United States citizen in question by the United States government.
- The candidate falsified his or her application, personal history questionnaire or any other forms, failed to disclose pertinent information or acknowledge involvement in illegal conduct (both past and present), or lied during any stage of the hiring process.
-
- The candidate is presently the subject (as the assailant / offender) of any domestic violence-related protection order, restraining order, or other associated court order.
- The candidate distorted or misrepresented information provided or discovered during the background process or provided intentionally misleading information.

Initial the following:

_____ I have reviewed the required traits and qualifications section and can demonstrate I have a work and personal history consistent with the requirements.

_____ I have reviewed the disqualifying criteria section and I do not have a work or personal history that would automatically disqualify me from employment in public safety.

_____ I do not have any drug or criminal criteria that would automatically disqualify me from public safety employment.

Signature

Date



Action Proposal Form

Date: August 5, 2022

Title: RRP Remove South Campus Microwave Network Connection

Background / Purpose: South Campus Radio Dispatch Consoles are connected to the radio system utilizing a microwave network connection that bridges South Campus to Swedish Hospital to the Mountlake Terrace Radio site. The RRP has encountered challenges replacing this microwave link that include permitting delays at South Campus and little progress with Swedish Hospital on a lease agreement. SNO911 staff have identified an alternative solution that would connect the South Campus Radio Dispatch Consoles to the radio system at North Campus utilizing County Fiber.

Cost

This project scope change will reduce project costs. Work to extend the tower at South Campus will be cancelled and installation of equipment at South Campus, Swedish Hospital and the Mountlake Terrace radio site will be avoided. Cost savings are TBD.

Scope/Timeline

A change order with cost savings will need to be executed with Motorola. Radio console connectivity will have the same level of redundancy as all connections between North and South Campus. This change will save project effort, but likely will not have effects on project schedule.

New Facility Impacts

With the development of a new SNO911 facility, South Campus will likely not remain as a backup dispatch facility. This change is an opportunity to reduce investments in South Campus infrastructure.

Recommendation

RRP project team is recommending removal of the South Campus Microwave from RRP scope. Removal of scope will not impact operations and it will slightly reduce costs.

Suggested Action/Recommendation:

Authorize staff to move forward to request Motorola to present a change order to remove South Campus Microwave from the RRP Scope.

Fund: Radio Replacement Project



Action Proposal Form

Date: August 4, 2022

Title: RRP MSI Change Order 11 - US Primary Frequency Redesign

Background / Purpose:

In February 2022, the SNO911 Board authorized staff to move forward with a redesign effort to move away from using the existing Canadian Primary frequencies to US Primary Frequencies. Based on an early total cost estimate, including design, licensing, engineering, and installation, the Board authorized up to \$250,000 to complete this effort.

Motorola and project consultants have completed all of the engineering and analysis. The team now understands the impact to cost, scope, and coverage.

Cost

The total cost estimate for this work is \$259,004.88. This is slightly more than what the Board had previously authorized.

Updated Cost Estimates	
ADCOMM Support to Re-License Third-Party Frequencies	\$68,000.00
MSI Initial Redesign Engineering	\$43,014.33
Northwest Tower Engineering - Updated tower loading and drawings	\$35,000.00
MSI Change Order 11 - Engineering, antennas, PM, field work	\$112,990.55

Total \$259,004.88

Scope/Timeline

The scope and timeline impacts are detailed in the attached Change Order 11. In summary, there is an additional 28 days of anticipated work to reconfigure the transmitter equipment at each of the impacted sites. All other work associated with this redesign effort do not have a material impact on the overall project schedule.

Coverage

Review of the updated coverage information shows general improvement in the more populated areas of the County. There are several pockets of uncovered territory using the Canadian primary design that have been filled in with the US primary design. There is some reduced coverage in non-populated areas resulting in a slightly decreased mobile coverage. The net result is a change to the contracted Mobile Service Area Reliability (SAR) value from 92% to 91.69%. This relatively minor reduction in predicted mobile coverage is addressed when considering the ability to build out future coverage without the Canadian primary issue has significantly improved.

It is also worth noting that if the Machias site is built out, this will likely increase the Mobile SAR back to or over the initial contracted values.

Recommendation

Based on this information, the RRP project team is recommending approval of MSI Change Order 11 and the implementation based upon US primary frequencies. The impact to coverage and timeline have been reviewed by the PPC, Police and Fire TACs with unanimous support.

Suggested Action/Recommendation:

Authorize staff to move forward with the US primary frequency redesign work described in this APF, including the execution of change order 11 and other contracted work with a revised not to exceed total of \$285,000.

Fund: Radio Replacement Project Contingency

Change Order Number: 11
Date: June 28, 2022
Project Name and Number: Emergency Radio System (WA-18I106A)
Customer Name: SNO911
Customer Project Mgr: Terry Peterson

The purpose of this Change Order is to: *(highlight the key reasons for this Change Order)*

This Change Order 11 is intended to describe the changes in services and equipment to the SNO911 P25 System related to design changes prompted by SNO911's decision to use all US primary frequencies, as contemplated in Change Order 07.

- 1) Add engineering, implementation and program management services to change the frequencies in South Simulcast Cell and at Gold Hill to all US Primary channels.
 - 2) Change antenna equipment for the approved all US primary frequency design.
 - 3) Update Technical and Implementation Documents, as required, to incorporate changes due to switch to using all US primary frequencies
 - 4) Modify the Mobile Service Area Reliability from 92% to 91.69%
- Costs for Motorola's services and equipment will be deducted from the Design Review credit value agreed to by the parties in Change Order 03.

Contract #: SERS/MSI Agreement

Contract Date: 12 06 18

In accordance with the terms and conditions of the contract identified above between Snohomish County and Motorola Solutions, Inc., the following changes are approved:

Contract Price Adjustments

Original Contract Value:	\$47,309,713.76
Previous Change Order amounts for Change Order numbers [00] through [09].	\$ 5,516,588.80
This Change Order:	\$ 0.00
New Contract Value:	\$52,826,302.56

Completion Date Adjustments

Original Completion Date:	8/30/21
Current Completion Date prior to this Change Order:	11/6/23

New Completion Date:	No Change
----------------------	-----------

Changes in Equipment: <i>(additions, deletions or modifications)</i> Include attachments if needed			
Changes to transmit antennas at affected sites. (76 th Street, Bothell, Cultus Bay, Gunnysack, King Lake, Mount Lake Terrace, Rucker Hill, Three Lakes, Gold Hill).			
Site	QTY	NOMENCLATURE	DESCRIPTION
76TH ST	2	DSCC80711T1P	OMNI, CORP COLLINEAR, 10.5DBD, 746-870MHZ, 1DT, PIM, 25KW PIP RATED
BOTHELL	2	DSCC80711P	OMNI, CORPORATE COLLINEAR, 10.5DBD, 746-870MHZ, PIM & 25KW PIP RATED
CULTUS	2	DSBPA749612015P	PANEL ANTENNA, 13DBD, 746-960MHZ, 120DEG, PIM & 25KW PIP RATED
GUNNY KING LAKE	2	DSCC80711T1P	OMNI, CORP COLLINEAR, 10.5DBD, 746-870MHZ, 1DT, PIM, 25KW PIP RATED
MTLK	2	DSCC80708P	764-869 MHZ 8 DB GAIN 4' PANEL LOW-PIM/PIP, BI-DIR, DIN, 6-DEG DT
RUCKER	2	DSCC80711T1P	OMNI-DIRECTIONAL ANTENNA
3 LAKES	2	DSCC80711T5P	OMNI, CORP COLLINEAR, 10.5DBD, 746-870MHZ, 1DT, PIM, 25KW PIP RATED
GOLD HILL	1	DSCC80711T5P	ANTENNA SYSTEM, OMNI CORPORATE COLLINEAR 10DBD 746-870MHZ 5DEG DT PIM & ANTENNA SYSTEM, OMNI CORPORATE COLLINEAR 10DBD 746-870MHZ 5DEG DT PIM &

Scope of Work Changes: <i>(additions, deletions or modifications)</i> Include attachments if needed	
- Add engineering services to redesign and implement the P25 System for all US primary frequencies on the south simulcast cell and for the Gold Hill ASR Site. - Add System Technologist services to modify and implement radio system at twelve (12) sites and two (2) core sites for the change to all US primary frequencies on the South Simulcast cell and Gold Hill ASR Site. 76th Street - Apple Cove - Bothell - Clearview - Cultus Bay - Gunny Sack - King Lake - Marysville Tank - Mt. Lake Terrace - Rucker Hill - Three Lakes - Gold Hill (ASR) - North Campus (Core) - Fire Trail (Core) - Add Program Management Services to oversee changes. - Modify Technical and Implementation Documents, including coverage maps, as required to incorporate changes due to SNO911's decision to redesign the System to use all US primary frequencies	

The Parties agree that the System design scenario has identified an impact to the Mobile Service Area Reliability and further agree that the Mobile Service Area Reliability is reduced from 92% to 91.69%. The Service Area Reliability for portable radios remains unchanged at 95%.

SNO911 has decided to modify the P25 System design to use an all US primary frequency solution. As a result of this decision, the parties agree that the Mobile Service Area Reliability will be reduced from 92% to 91.69%. The Service Area Reliability for portable radios remains unchanged at 95%.

Technical and Implementation Documents, including coverage maps, will be updated as required to incorporate changes due to SNO911's decision to redesign the System to use all US primary frequencies

Changes in SUA and Support Services: *(additions, deletions or modifications)* **Include attachments if needed. Must be completed by Project CSM.**

Schedule Changes: *(describe change or N/A)*

The Performance Schedule will be updated to include added time, estimated to be twenty-eight (28) days, for the system technologist(s) to modify the agreed upon sites for the frequency changes. The parties agree to regularly monitor Performance Schedule impacts to account for any downstream impacts arising from changes to antenna orders, FCC licensing requirements and/or license grants, and to make reasonable efforts to reschedule other work to reduce the overall impact of this System redesign on the Performance Schedule.

Pricing Changes: *(describe change or N/A)*

Cost for Design Changes:

Site	Type	Description	Contract List Price	Incentive Discount	SNO911 Price
System	New Scope	Engineering	\$ 25,384.62	27.3784%	\$18,434.71
System	New Scope	System Technologist	\$ 81,230.77	27.3784%	\$58,991.08
System	New Scope	Program Management	\$ 20,307.69	27.3784%	\$14,747.77
System	Equipment	Antenna Delta - 9 sites	\$ 28,665.00	27.3784%	\$20,816.98
TOTAL					\$112,990.55

Customer Responsibilities: *(describe change or N/A)*

SNO911 shall be responsible for all FCC licensing impacts related to any change in design.

Payment Schedule for this Change Order:
(describe new payment terms applicable to this change order)

1. No change to Exhibit B "Payment Schedule" or Exhibit F "Pricing Summary.
2. The parties have agreed to utilize the Design Review credit value agreed to by the parties in Change Order 03 for the services set out in this Change Order 11. The following table summarizes the current Design Review credit value from Change Order 3.

Change Item	Equipment	Services	Total	Approved
Voice Annunciation	\$0.00	\$9,687.00	\$9,687.00	2/17/21
Subscriber Band Upgrade (33 radios)	\$24,661.98	\$8,488.95	\$33,150.93	2/17/21
2nd NIER Report at Mills Creek	\$0.00	\$6,218.18	\$6,218.18	3/1/21
DC Plant Removal/Disposal	\$0.00	\$77,732.30	\$77,732.30	3/17/21
MSI Maps w/o Machias & Mill Creek	\$0.00	\$5,550.00	\$5,550.00	5/21/21
Cultus Pipe installation	\$0.00	\$1,371.67	\$1,371.67	9/21/21
Tulalip Conversion Kits	\$19,031.64	\$0.00	\$19,031.64	2/2/22
US Primary Engineering Design	\$0.00	\$43,014.33	\$43,014.33	2/23/22
Add Battery Plates at 4 sites	\$0.00	\$11,172.55	\$11,172.55	
US Primary Implementation Services and Antenna Changes	\$20,818.98	\$92,173.57	\$112,992.55	

Subtotal	\$319,921.15
Credit from CDR - Change Order 3 (Without TAX)	\$325,215.33
Balance	\$5,294.18

Purchase Order Requirements for this Change Order (select only one).

- ☐ A Purchase Order is required - included with this change order and is attached.
- ☐ No Purchase Order is required - Customer affirms that this change order document is the only notice to proceed required, that funding has been encumbered for this change order in its entirety, and that no further purchase orders will be issued against this change order,
- ☒ No Purchase Order required - this is a \$0 Change Order, or a decrease in scope.

Unless amended above, all other terms and conditions of the Contract shall remain in full force. If there are any inconsistencies between the provisions of this Change Order and the provisions of the Contract, the provisions of this Change Order will prevail.

IN WITNESS WHEREOF the parties have executed this Change Order as of the last date signed below.

Motorola Solutions, Inc.**Customer**

By: _____
Printed Name: _____
Title: _____
Date: _____

By: _____
Printed Name: _____
Title: _____
Date: _____

Reviewed by: Charles Hasenbeck
Motorola Solutions Project Manager

Date: June 28, 2022



Board Packet Memorandum

Date: August 18, 2022
To: Snohomish County 911 Board Members
From: Leadership Team

General

Mission-critical systems [1] have been operating at normal since the last Agency Report.

New World Update

SNO911 Tech staff continues working with Tyler to address all priority issues from the upgrade. Tech staff continues to test and implement all fixes that Tyler sends to address the issues. As it stands today, SNO911 will be testing a patch that will address some mobile issues. Once the patch is confirmed by SNO911 Tech staff, it will be pushed out into production.

NICE Radio IP Recording Implementation

On the week of July 18th, SNO911 tech staff, Motorola and FirstLine worked together to implement the new NICE radio IP recorders. This implementation will eventually replace the old analog radio recorders with better sound quality and better reliability. As it stands today Motorola and Firstline are making their final tweaks to the system. This body of work is scheduled to be completed on Aug 16th. Both IP and analog systems are running in parallel to compare all recordings. Once all the configurations and network setup on the IP recorders is verified and signed off by the vendors, SNO911 will schedule a date for the analog recorder equipment to be retired.

Viper Upgrade

The Viper upgrade project continues moving forward. SNO911 Tech staff has been working with Ziplly Fiber on the SIP trunks setup and configurations. Once this connection is established then Intrado and SNO911 can start testing the system's connectivity. September 20th is still the set schedule to go live with the new system.

Fire Dispatch Process Workgroup (Fire TAC)

In response to staffing issues facing SNO911, a special Fire TAC meeting was held on May 26th to propose a daily consolidation of TAC-3 and TAC-5 between 19:00 and 07:00 hours. With some modifications, Fire TAC approved the proposal to be effective June 1st at 19:00.

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

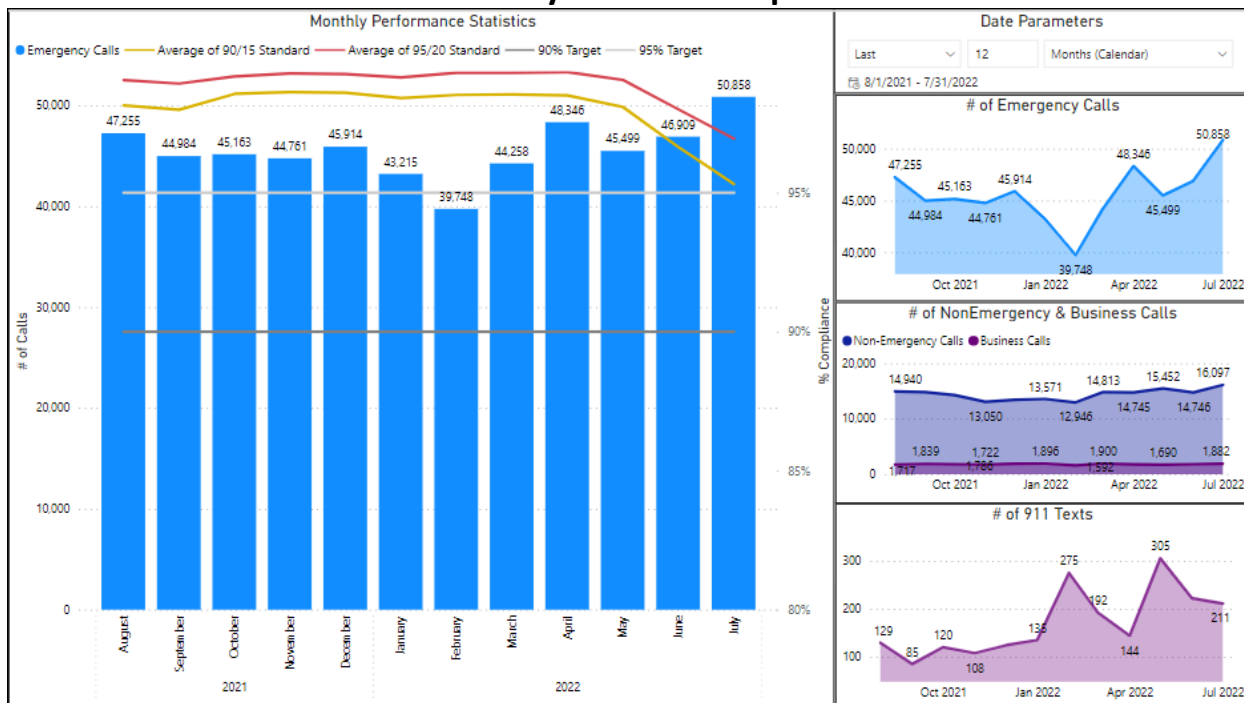
The discussions regarding Fire Dispatch changes reinvigorated previous discussions of pursuing a different fire dispatch model that is more in line with industry practices and increases efficiency. A new work group, open to all Fire TAC members, was created and have met on two occasions discuss potential changes to the fire dispatch process. In addition to discussing future dispatch concepts, the work group recommended some additional immediate changes to the TAC-3 and TAC-5 consolidation. Below is a timeline of the recent adjustments made:

- 06/01 TAC-3 and TAC-5 consolidated daily between 19:00 and 07:00
- 06/01 Marysville Fire moved to TAC-1 24/7 to better balance incidents per frequency across TAC-1, TAC-3, TAC-5, and TAC-7
- 07/01 TAC-3 and TAC-5 consolidation updated to be 24/7
- The 4th Fire Dispatcher becomes Fire Support, working on incoming 9-1-1 calls until needed for Fire Dispatching
- 08/01 TAC-7 renamed to TAC-2 and secondary Fire TAC assignments became 'first come, first serve'
- Fire Support dispatcher available from 11:00 and 23:00 until staffing issues stabilize

While the majority of changes over the last few months were fairly minor independently, in sum they resulted in a comprehensive shift for both SNO911 and Fire staff. The work group identified the importance of letting the above changes permeate for several months to establish a new baseline and have accurate data for use in considering alternative dispatch processes.

The recent changes have helped with the current staffing situation at SNO911 as well as positioned us for an easier transition to a different fire dispatching concept in the future. The work group will continue to meet and discuss dispatch models of surrounding agencies with the goal of providing recommendations for pilot testing at the start of 2023.

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	12						67	67
Incorrect Use	Follow-Up	12	3	8	9	5	9	8						54	300
	Area Checks	16	11	16	5	20	12	13						93	
	Info	3	0	1	0	0	6	1						11	
	Noise	1	1	3	4	0	7	5						21	
	Traffic	3	4	0	2	1	7	3						20	
	Other Complaints	10	16	18	11	13	16	17						101	
Misuse	Accidental	7	2	5	2	7	5	8						36	756
	Behavioral Health	14	200	74	62	174	103	90						717	
	Prank	1	0	0	0	0	1	1						3	
Other	Test	1	2	4	3	7	2	2						21	361
	Abandoned	15	4	11	4	6	10	8						58	
	Non-English	0	0	0	1	1	1	1						4	
	Outgoing	0	0	0	0	0	0	0						0	
	Subsequent	32	9	29	17	39	20	26						172	
	Transfer	0	2	3	3	1	1	3						13	
	Voice Call	11	16	12	15	15	11	13						93	
Month Total		135	275	192	144	305	222	211	0	0	0	0	0	1484	1484
<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 – July 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	906	82.74%
3 - Satisfied	119	10.87%
2 - Neither Satisfied nor Dissatisfied	30	2.74%
1 - Somewhat Dissatisfied	17	1.55%
0 - Very Dissatisfied	23	2.10%
Total	1095	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	1026	93.44%
Somewhat	46	4.19%
No	26	2.37%
Total	1098	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	29	-	-	-	-	-	139
ARLINGTON CITY	40	-	-	-	-	-	-	-	-	-	-	-	40
ARLINGTON RURAL FD 21	71	61	69	57	79	94	73	-	-	-	-	-	504
DARRINGTON FD 24	43	31	48	45	43	42	54	-	-	-	-	-	306
EVERETT CITY	2,211	1,940	2,052	2,032	2,200	2,116	2,338	-	-	-	-	-	14,889
FD 19	24	27	41	41	23	46	50	-	-	-	-	-	252
SRFR (Mill Creek excluded)	1,065	853	909	941	1,062	1,050	1,210	-	-	-	-	-	7,090
GETCHELL FD 22	53	38	46	29	42	41	47	-	-	-	-	-	296
GOLD BAR - INDEX FD 26	84	57	74	68	58	82	92	-	-	-	-	-	515
GRANITE FALLS FD 17	180	146	166	171	173	177	195	-	-	-	-	-	1,208
HAT ISLAND FD 27	2	2	3	1	3	1	3	-	-	-	-	-	15
LAKE ROESIGER FD 16	18	16	14	16	18	25	18	-	-	-	-	-	125
LAKE STEVENS FD 8													
MARYSVILLE FIRE	1,211	1,012	1,039	1,019	1,223	1,173	1,217	-	-	-	-	-	7,894
MILL CREEK CITY	201	196	174	206	216	181	244	-	-	-	-	-	1,418
MUKILTEO CITY	180	158	182	177	196	166	200	-	-	-	-	-	1,259
NORTH COUNTY FIRE (UNINC)	526	449	487	520	597	572	666	-	-	-	-	-	3,817
OSO FD 25	7	6	7	9	5	12	12	-	-	-	-	-	58
ROBE FD 23	3	2	4	5	10	7	11	-	-	-	-	-	42
SNOHOMISH FD 4	304	271	259	270	302	285	371	-	-	-	-	-	2,062
SOUTH COUNTY FIRE (TOTAL)	2,866	2,406	2,645	2,535	2,691	2,866	3,061	-	-	-	-	-	19,070
SOUTH COUNTY FIRE (UNINC)	1,383	1,088	1,273	1,258	1,286	1,404	1,488	-	-	-	-	-	9,180
EDMONDS CITY (CONTRACT)	530	427	496	425	493	514	544	-	-	-	-	-	3,429
BRIER CITY	35	35	37	28	40	31	44	-	-	-	-	-	250
LYNNWOOD CITY	668	644	608	590	633	655	701	-	-	-	-	-	4,499
MOUNTLAKE TERRACE CITY	250	212	231	234	239	262	284	-	-	-	-	-	1,712
STANWOOD CITY	118	121	121	150	139	119	137	-	-	-	-	-	905
SULTAN FD 5	101	89	84	92	95	110	123	-	-	-	-	-	694
TULALIP FD 15	79	68	75	88	117	78	84	-	-	-	-	-	589
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	2,201	-	-	-	-	-	14,114
BRIER	310	289	358	383	459	422	458	-	-	-	-	-	2,679
DARRINGTON	82	86	82	72	99	92	125	-	-	-	-	-	638
EDMONDS	2,022	1,719	1,909	1,759	2,050	2,120	2,406	-	-	-	-	-	13,985
EVERETT	10,695	10,797	11,604	11,462	11,848	11,632	12,393	-	-	-	-	-	80,431
GOLD BAR	155	168	215	190	207	218	239	-	-	-	-	-	1,392
GRANITE FALLS	327	311	306	291	302	302	326	-	-	-	-	-	2,165
INDEX	32	33	39	39	42	38	37	-	-	-	-	-	260
LAKE STEVENS	1,714	1,760	1,803	1,730	1,772	1,685	2,139	-	-	-	-	-	12,603
LYNNWOOD	3,024	2,886	3,250	3,182	3,403	3,695	3,728	-	-	-	-	-	23,168
MARYSVILLE	4,598	4,763	5,098	4,784	5,252	5,009	5,202	-	-	-	-	-	34,706
MILL CREEK	1,052	1,063	1,230	1,052	1,147	1,071	1,241	-	-	-	-	-	7,856
MONROE	1,631	1,449	1,620	1,651	2,059	1,954	2,088	-	-	-	-	-	12,452
MOUNTLAKE TERRACE	1,227	1,270	1,329	1,282	1,703	1,838	1,798	-	-	-	-	-	10,447
MUKILTEO	2,386	2,083	2,261	2,477	2,526	1,969	2,301	-	-	-	-	-	16,003
SNOHOMISH	706	786	889	800	865	879	1,041	-	-	-	-	-	5,966
SNOHOMISH COUNTY	13,091	12,986	13,517	12,930	13,628	13,382	15,626	-	-	-	-	-	95,160
STANWOOD	434	523	488	467	526	566	595	-	-	-	-	-	3,599
STILLAGUAMISH	1,069	1,274	1,326	1,264	1,204	1,238	1,348	-	-	-	-	-	8,723
SULTAN	247	252	336	269	315	314	275	-	-	-	-	-	2,008
WOODWAY	82	63	39	50	58	60	50	-	-	-	-	-	402

Snohomish County 911 - Staffing Report

8/15/2022

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	4
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	12
Trainee Dispatcher 2	New Hire-Completed training in 2 of the 3 required disciplines	7
Total:		87

Authorized Dispatch Staffing Level - (including trainees)	84.5%
Center Staffing Strength - (excludes trainees and LOA's)	77.1%

# of Authorized Full-Time Positions:	165
# of Full-Time Positions Filled:	147
# of Current Full-Time Vacancies:	19

Long-Term Leaves of Absence	-1
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# of Current Relief Dispatchers:	-7
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Relief dispatchers are not included in any totals/percentages on this report.

Total Number of SNO911 Employees - (FT/PT/Contract)	155
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Full-Time Dispatchers

Authorized Positions:	103
Filled F/T Positions:	87
F/T Vacancies:	16

Dispatch Supervisors

Authorized Positions:	16
Filled F/T Positions:	16
F/T Vacancies:	0

Senior Leadership

Authorized Positions:	5
Filled F/T Positions:	4
F/T Vacancies:	1

Operations

Authorized Positions:	5
Filled F/T Positions:	5
F/T Vacancies:	0

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	23
Filled F/T Positions	22
Filled P/T Positions	1
Filled Contract Positions	1
F/T Vacancies	1

Current Recruitment Status

Candidates Awaiting:

PST Dispatchers Exam	2	Next PST test is scheduled for August 24, 2022
Interview	0	Interviewing for November academy
Polygraph Exam	3	Scheduled for polygraph examination or awaiting results
Currently in background check	1	Currently in process of completing background check with PST
Psyche Exam and/or Drug/Hearing Test	3	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:	22
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	2
Death of Employee	0
Involuntary Term	1
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	3
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

Snohomish County 911
Police Technical Advisory Committee
Meeting Summary for August 9, 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	✓	Acting 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	✓	Elec, Comm. Spc. Jeremy Waldner	✓
Elec, Comm. Spc. Jose Najera	✓	Julie Ubert	✓		

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 July 12, 2022 minutes were approved by Deputy Chief, Ryan Irving and 2nd by Sgt. Shane Hawley.
3. **Announcements:** None
4. **Reports:**
 - A. **Policy Review Committee:** Jim Lawless
No meeting. Nothing to report.
 - B. **Mobile Users Group:** Travis Katzer
No meeting. Nothing to report.
 - C. **SN0911 Updates:** Terry Peterson
 - i. **SN0911 2023 Budget:** The SN0911 2023 budget will be proposed to the Board at the August meeting. The proposal includes several new dispatcher positions in an attempt to break the paradigm in the way dispatch centers are typically staffed. Industry-standard is to budget for staff turnover; however, SN0911 will be proposing a different approach by budgeting to invest in the employees while also building on engagement and training. The thought is that by shifting the paradigm, the investment in staff will yield an increase in employees choosing to be SN0911 career employees.

D. PTCC: Brent Meyer

- i. **PTCC BYLAWS:** The PTCC Bylaws will be reviewed, updated, and presented to PTCC this month, and anticipate having the updated version to present to this committee next month.
- ii. **MyCrimeReport:** The “needs assessment” workgroup was created to determine how to move forward with the software in the future. As of today, the workgroup has met with 5 agencies with 3 more that still need to be scheduled. Once that is complete, Brent will meet with SNO911 Ops and Tech for feedback.
- iii. **King County Streets:** There was a request to have mobile apps updated with King County Streets. That project has been completed and Brent shared the document showing the mapping changes approved by PTCC. The map shows the following:
 - a. Blue = Snohomish County
 - b. Black = Routable Streets – Outside of our County
 - c. Red = Unrouteable Streets on map
 - d. Brown = Expansion into King County and a little up North

Motion: Approve the mobile mapping changes proposed by PTCC and shared with the Committee.

1st: Corporal Mike Bard 2nd: Deputy Chief Ryan Irving – PASSED UNANIMOUSLY

E. Radio Replacement Project:

- i. **Mobile Installations – Terry Peterson:** The Opt-In mobile installations is near completion. Chris has been reaching out to those agencies to confirm they are complete and if there are any extra mobiles or parts, to return those to SNO911 so they can be returned to inventory.
- ii. **US Primary Redesign – Howard Tucker:** This redesign changes the frequency of the South simulcast (what is currently the West) and the Darrington site and gets them onto channels that are not restricted by output powers due to our vicinity to Canada. The redesign allows for the ability to turn up the power improving user experience and creating an improvement in coverage. The projected cost of this project was anticipated to be near \$250,000. The total is close to what was originally projected at around \$259,000 (Terry shared the Action Proposal Form). This project will extend the work by about 28 days.
The redesign was approved by PTCC and Howard requested the Committee consider a Motion to approve the redesign as presented, for Board approval.
Jim asked about the status of the Machias site. Howard shared that the team has gone out and staked where the building, tower, and generator would go. They received verbal approval from the Fire District to bring that site back into the project but they are waiting for written confirmation from the Fire District prior to moving forward. Due to permitting, land use, and additional factors, it is not anticipated the Machias site will be on the air when the radio system goes live; however, when it does go live, it is anticipated it will provide additional coverage.
Terry noted that the contracted mobile service area reliability, the coverage that is in the Motorola contract, will change with the redesign. Without the Machias and Mill Creek Sites, the contracted coverage will change from 92 to 91.65, which is a very minor change in production; however, Terry said that as Howard mentioned, when you look at the coverage maps, the areas of actual population and Calls for Service areas, the coverage is better.

Motion: To approve a recommendation to the SNO911 Board to move forward with the US primary frequencies redesign as presented.

1st: Deputy Chief Andy Illyn 2nd: Deputy Chief Ryan Irving – PASSED UNANIMOUSLY

- iii. **South Campus Microwave** - Howard Tucker (Terry shared an Action Proposal Form): The South Campus Radio Dispatch Consoles are connected to the radio system utilizing a microwave network connection that bridges South Campus to Swedish Hospital to the Mountlake Terrace Radio site.

The RRP has encountered challenges replacing the microwave link, including permitting delays at South Campus and little progress with Swedish Hospital on a lease agreement. Additionally, with the purchase and development of a new SNO911 facility, South Campus will likely not remain a backup dispatch facility.

SNO911 staff has identified an alternative solution that would connect the South Campus Radio Dispatch Consoles to the radio system at North Campus utilizing County Fiber. Also, by canceling the work to extend the tower at South Campus and the installation of equipment, avoiding the need for the Swedish Hospital and Mountlake Terrace sites, there will be a slight reduction in costs.

Terry also discussed the lease/rental agreement of the South Campus facility noting that SNO911 has free use of that facility through June 2023. Although rent has not yet been negotiated with the City of Mountlake Terrace, it has been taken into consideration with the budget plan.

Motion: To make a recommendation to the SNO911 Board to keep South Campus radio consoles on fiber as part of the connectivity plan to the system, remove the South Campus Microwave from the RRP scope as presented, and present Motorola with a change order with cost and time savings to be determined.

1st: Sgt. Shane Hawley 2nd: Deputy Chief Andy Illyn - PASSED UNANIMOUSLY

- iv. **SNO911 Subscriber Technicians** – Howard Tucker introduced SNO911 Electronic Communication Specialists, Jeremy Waldner and Jose Najera.

5. Technical Update: Brent Meyer

- A. **Radio Recording Migration to IP:** The migration from Analog recording to IP-based recording was completed a couple of weeks ago. The testing that has been done has shown the IP recorder is capturing audio the Analog recorder was not. Additional testing is being conducted and some sign-off items are pending but anticipated to be completed by Tuesday, August 16, 2022.
- B. **VIPER Upgrade Project:** SNO911 put an order in with the Vendor in May to get some test lines and has not received them yet. The hope is that they will arrive this week; however, that will push the testing time to a very critical period which will push the “Go-Live” date from September 20, 2022, to later this year.

6. New Business.

- A. **Retirement Announcement/Final Sign-Off:** Shane Hawley

Shane recommended that retirement announcements be moved to the agency’s TAC channel which is also recorded, allowing for the audio to be produced for the retiring unit. His recommendation included one tone on the primary channel followed by the announcement to move to TAC for a retirement announcement. This will alert units who are available to switch channels for the announcement while keeping the primary channel open for active incident responses.

Karen will work on a policy draft and script and will send it to Jim for review.

- B. **SpidrTech:** Terry Peterson

In 2020 SNO911 signed a 3-year contract with SpidrTech. At the time the agreement was for SNO911 to fund the first 2 years and the implementation cost from the SNO911 Capital Budget. For years 3 and moving forward, if agencies wanted to continue the service, the cost would roll into the assessment formula as a shared cost with all SNO911 Law Enforcement agencies. Terry is asking for confirmation that agencies would like to continue with the SpidrTech service, at a fee of \$127,000

(plus tax), for all agencies and have that cost share rolled into the assessment formula.
Chief Palmer noted he has received excellent customer service from SpidrTech and recognized SNO911Application Support Analyst II, Damon Farmer for his help and support.

Motion: Recommend to the SNO911 Board approval of continued service with SpidrTech and rolling the fee of \$127,000 (plus tax) into the shared Law Enforcement assessment formula.

1st: Chief Rob Palmer 2nd: Deputy Chief Andy Illyn – PASSED UNANIMOUSLY

7. Old Business:

None

8. Good of the Order.

None

9. Adjourned at 1101 hours.

DRAFT

SNOHOMISH COUNTY 911

Fire Technical Advisory / Operations Committee

July 20, 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	Todd Anderson, SCF	Derek Wilson, SNO911		
	Jason Allen, Camano Fire	Chris Ampongan, SNO911		
	Andie Burton, SNO911	Chris Gass, SNO911		
	Hattie Schweitzer, SNO911	Howard Tucker, SNO911		
	Kurt Mills, SNO911	Brent Meyer, SNO911		
	Terry Peterson, SNO911	Alicia Berget, 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.

- ANNOUNCEMENTS:** *Andie Burton.* Derek Wilson has been promoted to Operations Manager, effective July 16th. Chris Gass has accepted the position as Operations Systems Coordinator, effective August 1st.
- APPROVAL OF MINUTES:** A motion was made by Steve Guptill and seconded by John Chalfant to approve the June, 2022 Fire TAC / Ops meeting minutes as written. Unanimously approved.
- COMMITTEE UPDATES:**
 - PTCC / NWS.** *Brent Meyer.* PTCC no meeting – nothing to report. They are continuing to work with Tyler Development on the Fire Mobile Client exception error. They have exhausted all potential changes to the map, and will be in contact with the other developers. The fix for this issue is still in the works.
 - Technical Update.** *Brent Meyer.* The Tech and radio teams are working with Motorola and First Line to set up a new NICE recorder for radio recordings. The recordings will be moving to an IP

based recording software. They have discovered an issue where some of the police channels were not recording all traffic. They are hopeful the new recording system will fix the issue.

The FBI audit was last month, SNO911 had no findings. The Viper project is still on track for the week of September 20th.

- C. **Radio Replacement Committee.** *Howard Tucker.* The Emergency Activation Button restoration update has been completed for the SNO911 Fire agencies, with the exception of Darrington and Oso and false emergency activations are down considerably.

They are working on the VHF, the icon radios are out in the field for field testing. They have the software license to add the VHF to the APX radios. Drew has been working on getting in contact with the Okanogan, San Juan, Whatcom and Chelan counties radio teams to potentially integrate those counties frequencies into our radios. There was an intermittent paging issue at Rucker Hill, which has been resolved.

Terry Peterson. Over the next few weeks the opt-in mobile agency installs will be completed. Chris will be in contact with all agencies to confirm completion. During the equipment reconciliation, they believe some radios were transferred out to agencies, and were not installed. Chris will be sending a specific list with serial numbers to each agency, to confirm the mobile radio kits were not installed, and a request to send them back to SNO911.

Howard Tucker. SNO911 is requesting any extra control heads, cables, antennas or any new equipment that was not installed, be returned to SNO911.

Terry Peterson. Snohomish County PUD could potentially be coming onto SNO911s system as subscriber users. They were provided cost models last week. Snohomish County PUD will be making a decision next month.

Chris Ampongan. Chris has been out to all stations doing an initial survey for desktops, and now is in the process with Motorola to review the data and start the planning process for the desktops and FSAs.

- D. **Radio Procedures Committee.** *Hattie Schweitzer.* There was a special meeting called to discuss the wildland fire interface call type. The group decided to review the brush fire and FWI call type and see if they can be built together. Chris and Derek put together a new description of the call type, and has sent it to the group for review.
- E. **Fire User Group.** *Derek Wilson.* Derek covered the current status for the two primary recommendation issues with the group. The logic issues are a work in progress and there's weekly or bi-weekly meetings with the Tyler development team. The "does not have ETA" issue, has been resolved with the patch.
- F. **Fire Standards/Data.** *Brent Meyer.* During this meeting there was discussion of a fire dashboard. The dashboard will be sent out to the fire agencies. Chief Eastman is working on collecting data, mostly on rapid vs. non-rapid dispatch, the final results are pending.
- G. **County Fire Resource Plan Committee.** *Jeremy Stocker.* Will discuss this under old business 5B.
- H. **Enabling VHF on Multiband Radios.** *Terry Peterson.* Howard provided the update in 3C.

4. SNO911 UPDATE:

- A. **988 Update** – *Andie Burton.* Andie provided a PowerPoint presentation. 988 went live on July 16th, this is a universal telephone number for the purpose of suicide prevention and mental health crisis response. SNO911's current role is to review the current systems and policies.

Referring anyone to a crisis line applies the same for 988. SNO911 has been asked to provide any feedback to the state 911 office. Any change or increase of workload, which can be pointed back to 988, are being tracked internally and will be reported back.

- B. Fire Protection Research Foundation Study – Kurt Mills.** SNO911 has been asked to participate in a study by NFPA, on call processing time. This is the first study of its kind, the published time standards have never been studied before now.

5. OLD BUSINESS:

- A. First Due Workgroup – Todd Anderson.** The first Train the Trainer event was last month, overall the class was very valuable. There was a discussion to offer another Train the Trainer event to take place in the fall.

Kurt Mills. There is a cost of \$3,600 for two days First Due training, and if Fire TAC approves, SNO911 will pay for the training and then bill back to the fire agencies.

A motion was made by Steve Guptill and seconded by Drew Bono to approve SNO911 to pay for the two day Fire Due training at the cost of \$3,600, and bill this amount back to the fire agencies. Unanimously approved.

- B. Zone Response Plan/Representatives – Eric Andrews.** As a part of the fire resource coordinators plan, the goal is to have 8 zone coordinators, 1 lead and 1 alternate for each of the 4 zones. These coordinators will start gathering resources from around the county in events of a major incident. Please email Eric with recommendations of coordinators. There was a lengthy discussion on how the coordinator positions would work throughout the county and various zones. The recommendations of zone coordinators will be discussed at next month's meeting.

- C. Fire Dispatch Model Workgroup – Eric Andrews.** At the last meeting they discussed the current TAC model that went into effect June 1st. They decided to continue the current model through October, with a few recommended changes. The first recommendation is to change the power shift person from 0700-1900 to 1100-2300hours. The second recommendation is for the primary TAC channels to be TAC 1-3, making channels 4-15 the tactical assignment channels for all agencies assigned on an as-needed basis. With this change South County, Paine Field and Mukilteo will be moving to TAC 2, Tac 1 and 3 will remain the same.

Andie Burton. Andie gave clarification on the power shift schedule. SNO911 is not removing positions or personnel. The original request of TAC was to not staff the 4th fire dispatcher from 1900-0700 when staffing shortages were greatest during those hours. The shortages are spread out around the clock now, so it makes sense to staff the 4th fire dispatcher during the busier hours of the day. The ultimate goal with this model, once staffing allows, is to have three primary fire dispatchers, a fire support person, and a fire breaker around the clock.

A motion was made by Jeremy Stocker and seconded by Dave Kraski to change the primary talk groups to TAC 1-3, making TAC 4-15 the tactical channels, and to change staffing of the fire support person to 1100-2300hours. This motion will go into effect August 1st, and will continue to be trialed until the October meeting. Unanimously approved.

There was a discussion on reprogramming the portables home talk group button. It was decided to not reprogram the radio home buttons, until a definitive answer if the button can be user programmable.

6. **NEW BUSINESS:**
- A. **Lucas Device Request Process** – *Derek Wilson*. Snohomish fire reached out to discuss Lucas devices and how to go about making them available to be requested if needed. Capabilities is the main concern when it comes to requesting the device. There was a suggestion to change the devices from capabilities to equipment in the system. Changing the devices to equipment allows agencies to manage the device, assign and unassigned as needed. Jason volunteered to reach out to all agencies and gather a list of devices and where they are located throughout the county. There was a lengthy discussion and this topic will be discussed again at next month's TAC meeting
 - B. **Unit Capability Dispatching** – *Jeremy Stocker*. Not discussed – Will continue next month.
7. **GOOD OF THE ORDER:** *Andie Burton*. Informational only, last weekend someone was capturing exact information going out on fire pages and posting them online. The subject is known to SNO911 Radio staff and this is just an advisory that any information sent out via CAD or Mobile paging is at risk of being visible to people other than the intended recipient(s).
8. **ADJOURN:** The Fire TAC / Operations Committee adjourned at 2:55 p.m.

The next Fire Technical Advisory / Operations Committee meeting is scheduled for Wednesday, August 24th at 1:30 p.m. via ZOOM.

**Snohomish County 911
Finance Committee
Meeting Summary for August 11, 2022 / 1:30 – 3:00 pm
Location: Remote Meeting via Zoom**

Meeting Attendance:

Committee Members					
Dave DeMarco	✓	Derek Daniels (arr. at 1:40	✓	Steve Guptill (arr. at 1:57)	✓
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 1:30 p.m. Kurt requested that the agenda be taken out of order, with the Draft Budget Proposal to be presented after new business.
2. **Reports.**
 - A. **Blanket Voucher Report.** There were no questions raised. Jim Lawless moved and Dave DeMarco seconded to recommend the Board approve the Blanket Voucher Report for July. The motion passed.
 - B. **Fund Balance Report (July).** No questions were raised. This report was for information only.
 - C. **Second Quarter Financial Report.** No questions were raised. As was shown in the report, revenue through June, was at 53% of budget, with expenses at 45.3% of the budget. The financial report will be included in the next Board packet.
3. **Old Business.**
 - A. **WCIA Liability Assessment Notice.** Kurt reported that WCIA's liability assessment will increase significantly for 2023 due to the rate increases they're experiencing. Kurt explained that they have built in some preliminary numbers into budget, and expects to see an increase in the WCIA rate of at least 15%. A graph that was included in the notice show how WCIA's reserves have been depleted. Wade added that in addition to rate increases, WCIA have been seeing huge increases in employment related claims. Kurt added that they are also pursuing to reacquire ownership of the radios so that the agency would have equity when replacing them. Terry said that the Board had given SNO911 direction to pursue the ownership issue, but they still need to proceed with that.
4. **New Business.**
 - A. **Resolution for Emergency Repairs at Gold Hill.** Kurt reported that this follows the break-in at Gold Hill a couple of months ago that he had shared with the Board. The emergency declaration acknowledges that the agency took immediate steps to secure the facility without going through a competitive bidding process. The cost of the emergency repairs came to \$3,142.62. Staff is recommending this action be added to the Consent Agenda. The committee agreed and took action. Derek Daniels moved to recommend the Emergency Declaration for Gold Hill Repairs to the Board. The motion was seconded by Jim Lawless, and approved.
 - B. **Future Facility Bond Reimbursement.** Terry provided some background information on this topic. He explained that the agency has a Purchase and Sale Agreement for the two buildings, at a cost of \$10.5 million. If the agency proceeds through the Due Diligence process and decides they want to move forward, they will purchase the property this year before bond proceeds are

available. If the agency chooses to repay themselves with the bond proceeds, then they need to take action via a resolution currently being drafted by attorney Deanna Gregory from Pacifica. The Board will be asked to take action on that next week, and once the resolution is passed it will be forwarded to the Snohomish County Council, who will take similar action. Their bond council is aware that SNO911 is planning to do that. Asked if there would be a fixed amount set in the resolution or language that would cover whatever is spent prior to receiving bond proceeds. Terry replied that the resolution would likely contain a do-not-exceed clause intended to cover those pre-bond costs.

- C. Pre-Hire Authorization: GIS Coordinator.** Kurt explained that he is asking to hire a second GIS Coordinator. They have received word that the current employee plans to retire sometime early next year, and said he wouldn't initiate the pre-hire until a firm retirement date is known. This proposal has been reviewed by the Personnel Committee who expressed their support. The position is responsible for updating mapping on the current Computer Aided Dispatch (CAD) platform which is critical for dispatchers and first responders. Currently, the agency doesn't have any redundancy with that position, but will be working with the County's EESCS office to provide some backup support if needed. The Finance committee also agreed to move this proposal to the Consent Agenda. **Derek Daniels moved to recommend the board authorize the pre-hire for the replacement of SNO911's GIS Coordinator. The motion was seconded by Jim Lawless and approved.**
- D. RRP Removal of the South Campus Microwave Network from Project Scope.** Terry explained that they aren't asking for action today on this proposal, only to provide some informational background. This proposal has been presented to the PPC and Police TAC and has received support from both. It is scheduled to go to Fire TAC next week. He explained that the tower at the backup South Campus location is currently connected to the microwave network, with the plan that it would be connected on the new system. This would require them to extend the tower behind the facility. The signal would bounce off the tower at Swedish Edmonds, then to the Mountlake Terrace water tower. They have had significant challenges in getting permits for the tower extension as well as leases for the Swedish Rooftop Tower. He further explained that since they are working towards a new backup strategy, along with the new building, they now wish to cancel this part of the project. They anticipate only using the Mountlake Terrace facility several more years until a more permanent backup facility can be created. Kurt also added that they won't be losing any functionality because they will depend on the public safety grade fiber network to connect to that site until the backup location changes.
- E. RRP Motorola Change Order 11 - US Primary Frequency Redesign.** Terry explained that in an effort to move away from Canadian primary frequencies and move toward US primary frequencies, the board had previously authorized staff to do the redesign work in February. They had originally estimated around \$250,000 to complete the work. They have now done the design work, and know that coverage will be improved. They will be asking for the board to move forward with the redesign, and authorize change order 11, with a total not to exceed \$285,000. The user impacts have been reviewed in detail by the PPC, along with a higher level review by Police TAC. They plan on bringing this to Fire TAC next week. Asked about why the project used Canadian primary frequencies to begin with, Terry explained that the existing legacy system was built on those frequencies, so when the RFP was issued it relied on the same frequencies. About two years into the project an opportunity came up that would allow them to obtain US primary frequencies from some partner agencies. Receiving those frequencies allowed the redesign work. When sharing Canadian frequencies, the project would need to coordinate with Canada assuring our sites do not interfere with users in Canada. With using the US frequencies, the project no

longer has to consider the impacts on Canada. Power can be increased, and different antennas can be used which will improve coverage. **Derek Daniels moved to recommend the board authorize staff to move forward with the US primary frequency redesign work described in the APF, including the execution of Change Order 11, and other contracted work which increases the amount by \$35,000, to a not-to-exceed total of \$285,000. The motion was seconded by Jim Lawless and approved.**

5. **Old Business (Continued) 2023 Budget Presentation.** Kurt presented a PowerPoint Slide presentation on the 2023 Draft Budget. This follows the high level details that were shared at the July board meeting. He explained that this will be presented to the board next week, with full approval needed by September.

He spoke of four actions that the board will be asked to consider and approve: 1) the updated organizational chart and reclassifications; 2) the new wage grid which was a product of the consultant study; 3) the wage grid placements; and 4) the 2023 budget as presented. He spoke about the current economic climate and provided a slide that shows the background on that, including CPI-W, CPI-U, as well as unemployment rates. He also shared that at the recent APCO conference he attended, directors from around the country met to discuss the staffing challenges they have all been facing. Along with high rates of attrition, some as high as 25-30%, dispatchers are also facing an increase in incivility from citizens. Kurt presented an updated organizational chart and highlighted the changes that will be taking effect due to the separation of the HR and Finance Departments. He spoke about the Appointive Staff Salary Study that the board requested and the Personnel Committee worked on with the consultant. Besides finishing up some philosophy and policy work that still needs to occur, the salary study has been completed. He provided an updated salary grid for the committee to review, which included the COLA rate that the board had agreed to, and stated that he thought the study was the most comprehensive one undertaken in the last 12 years. Kurt also spoke about the Executive Summary that was presented to the board last month. He added that he doesn't think the status quo way of doing business will work anymore. He added that meaningful changes will need to be implemented in order to respond to the unprecedented social and economic changes that are being felt. He described the incremental, or multi-year, changes they have proposed, with the goal of not only attracting new employees, but improving work-life balances and retaining existing staff.

He moved on and presented the draft budget. He reported that revenues are expected to increase by \$1.7 million from the two taxes (E911 excise and ECSF sales tax). This additional revenue will help offset some of the changes they are proposing. He also reported on the increases in healthcare and PERS. Some other increases were reported with Maintenance and Operations, including rental expenses for the South Campus facility which will commence in July 2023.

Kurt presented the spreadsheet showing the proposed increase in assessments for 2023. The amounts include the additional tax revenue, along with the updated pay grid, and dispatcher engagement schedule. He also explained how the assessments are calculated using calls for service, assessed valuation, and population. Data is pulled from the Washington State Office of Financial Management. He also shared a slide that showed some historical data, including assessment decreases since consolidation. Discussion followed, and the committee members shared their comments and offered feedback.

6. **Good of the Order.** None.
7. **Adjourn.** The meeting was adjourned at 2:55 pm. The next meeting is scheduled for September 8th at 1:30 p.m.

SNOHOMISH COUNTY 911 FINANCE DEPARTMENT REPORT

FUND BALANCE SNO911 JUNE 2022

OPERATING

Fund #	Beginning Balance	Revenue	Expenditures	Funds Transfers	Fund Balance
70	\$3,996,666	\$13,719,042	\$11,787,491	(\$2,038,756)	\$3,889,460

CAPITAL PLAN

80	\$13,326,421	\$1,250,351	\$1,030,423	\$1,933,674	\$15,480,022
110 - WT	\$1,453,454	\$36			\$1,453,490

RESERVES

90	\$5,828,582	\$146	\$0	\$219,369	\$6,048,097
120 - WT	\$597,596	\$15	\$0		\$597,611

RADIO REPLACEMENT PROJECT

130	\$234,217	\$5,548,811	\$4,928,480	\$61,218	\$915,767
140	\$150,003	\$201,753	\$5,977	\$ (142,049)	\$203,730

TOTALS	\$25,586,939	\$20,720,154	\$17,752,371	\$33,456	\$28,588,178
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*Note: Fund # 110 and 120 are Wireless Technology funds



Quarter Ended June 30, 2022

General Operating - 70

Fund Balance

- Current fund balance of \$3,889,460. A fund balance of \$2.0M was established (Per Board authorization 2/20/20) for cash flow purposes and is not counted toward any fund carryover.

Revenue - Revenue through Q2 is \$13,719,042 and is at 53% of budget.

- Assessments for dispatch services receive are at \$8,444,059 or 50.3% of the 2022 budget. Budgeted assessment revenue for 2022 is \$ 16,795,260.
- E911 disbursement funds received are \$3,424,174, or 51.7% of the \$6,608.979 budgeted. E911 disbursements are applied to Operating first.
- Emergency Sales Tax revenues received are \$999,996 of the \$2,000,000 budgeted.
- Other income for the period is \$1,027,392 and mostly reflects reimbursements received for locution and EPCR, RAVE and Priority Dispatch.
- Outstanding Accounts Receivables Due is \$247,553. The PUD has not submitted rental payments since 2020 and has a \$25,522 outstanding as a result of the absence of a signed contract between Sno911 and the Snohomish PUD; Sno911 continues to provide services to Snohomish PUD.

Expenses - Total Expenditures are at \$11,787,491, which is 45.3% of budget. The 2022 budgeted expenditures are \$26,034,697

Personnel - Personnel expenses are \$10,049,817 through Q2, which is 48.2% of budget. Personnel budget is \$20,853,430.

- Dispatch overtime was at \$874,208 or 43.8% of budget. The 2022 overtime budget is \$1,030,000. It is expected that overtime costs will exceed budget this year.
- PTO Accrual Cash outs are at \$251,871 or 81.25% of \$310,000 budget. PTO cash out options for unions take place in March and November.
- Unemployment claims paid are \$48,916, 65.2% of budget.

M & O - Total Maintenance and Operations (M&O) budget is at \$1,737,674 or 33.54% of budget. The total budget for M&O is \$5,181,267 with maintenance contracts making up 37% of the M&O budget.

- **Reimbursed Expenses** are at 95.4% of budget or \$179,281. This includes expenses reimbursed for EPCR and Managed Laptop. It's important to note that these costs are offset by expected reimbursements and that assessments are not affected.
- **Professional fees** are at \$242,661 or 93.7% of budget. Applicant processing is trending high and expected to exceed budget this year, although it should be noted there are less candidates.
- **Administrative Support** expenses are \$109,966 and trending low at 17.4% of budget. This category includes items such as printing costs, recognition, recruiting. Advertising

campaigns, postage, Excise and Use Taxes and document shredding services. Recruiting campaigns advertising is at \$57,758 which is 160% of budget. Recruiting continues to be a challenge in 2022 thus far; expected turnover in Dispatch with the schedule change in April of 2022 will provide additional challenges in recruiting.

- Recognition was at \$4,289 in Q2. Budget is \$10,000.
- Rent Expense is at \$430,958, or 42.8% of budget. Tower land rent was \$218,414 of the aforementioned rent amount.
- Utilities were at \$57,655 or 55.4% of budget.
- Repairs & Maintenance is at \$420,292 or 17.6% of budget. Maintenance contracts are the primary expense for this line item and most renewals take place later in the year.
- Insurance The WCIA assessment for 2022 is \$217,237 and is split between the Radio Replacement Program (\$123,803) Operating (\$93,433.72). The 2022 WCIA assessment is higher than normal due to the high volume of assets on hand for the Radio project at the time 2022 assessments were calculated.
- Communications costs were \$53,538, or 52.2% of budget.
- Training and Travel was at \$77,266 or 56.8% of budget. Most of this is registration costs and conferences will take place throughout the year.
- Minor Capital & Equipment expenditures expense for the period is \$48,567 or 32.6% of the budgeted amount of \$149,000.
- Supplies were at \$18,953 or 29.2% of budget and tracking as expected.

Capital 80

Fund Balance

- Current fund balance is \$15,480,022.

Revenue & Expenditures

- Interest received is \$350.72
- Expenditures are at \$228,798. Large expenditures include: \$121,135 for managed laptops, and \$26,071 for the UPS replacement, \$20,800 for Mobile Ops (CAD-In-A-Box), \$108,586 for site licenses, \$420,567 for software and \$27,450 for the Logging Recorder.

General Reserves 90 (Undesignated)

Fund Balance

- Current fund balance is \$6,048,097

Revenue & Expenditures

- Interest received is \$146.06.

Capital Wireless Technology - 110

Fund Balance

- Current fund balance is \$1,453,490

Revenue & Expenditures

- Interest received is \$36.02.

Reserves Wireless Technology - 120**Fund Balance**

- Current fund balance is \$597,611

Revenue & Expenditures

- Interest received is \$14.78.

Radio Replacement Fund – 130**Fund Balance**

- Current fund balance is \$915,767

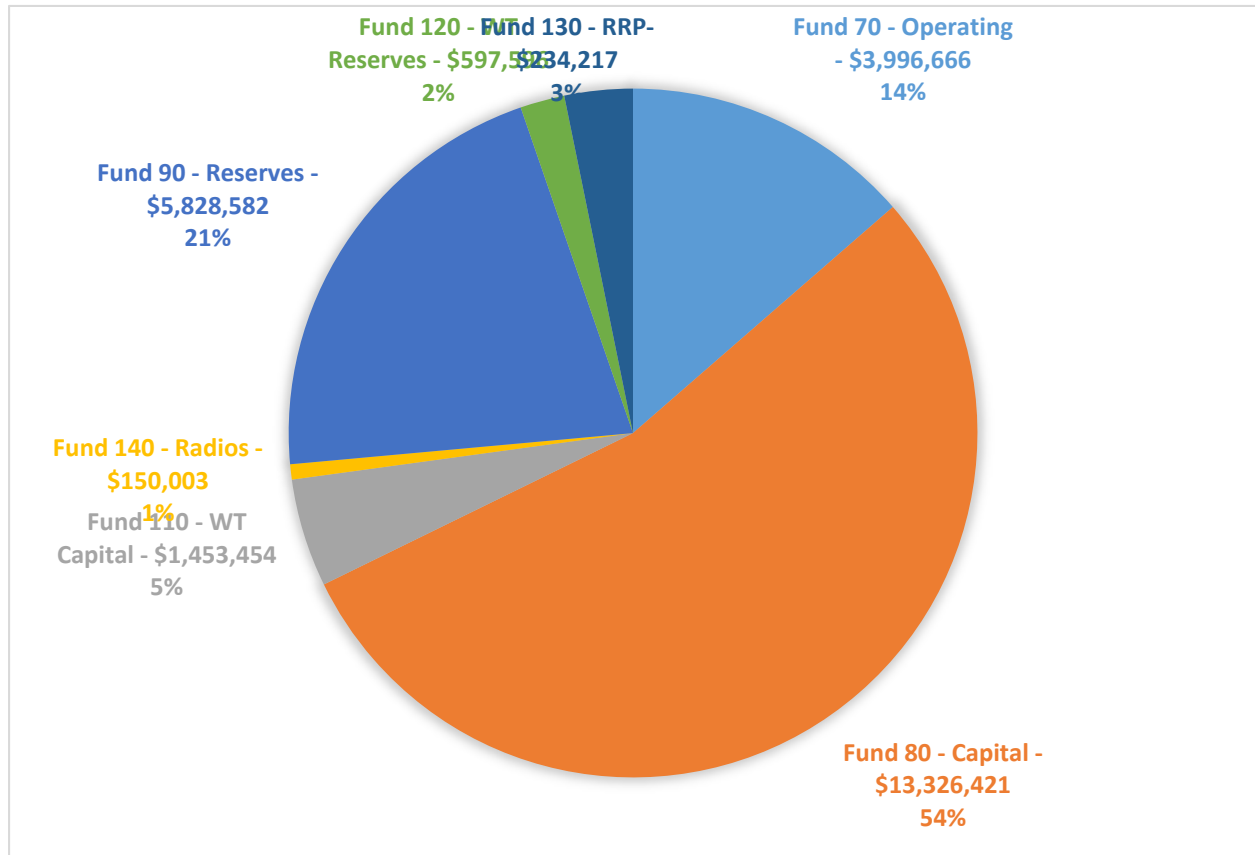
Revenue & Expenditures

- Interest received is \$23.32.
- Reimbursements received of \$5,693,947
- Expenditures are at \$5,012,420 for Q2 of 2022.

Subscriber Equipment – 140**Fund Balance** - Current fund balance is \$203,730

- Interest received is 7.05.
- Reimbursements received of \$51,746
- Expenditures are at \$171,805 for Q2 of 2022.

Fund Balances



3:55 PM

08/08/22

Cash Basis

Snohomish County 911
Budget vs. Actual General Operating 70
January through June 2022

	Jan - Jun 22	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4020 · Member Assessments	8,444,059.43	16,795,260.00	-8,351,200.57	50.3%
4040 · E911 Excise Tax Revenue	3,414,174.00	6,608,979.00	-3,194,805.00	51.7%
4045 · Emergency Sales Tax Revenue	999,996.00	2,000,000.00	-1,000,004.00	50.0%
4200 · Miscellaneous Income	1,027,392.39	630,458.00	396,934.39	163.0%
4300 · Interest	85.71			
Total Income	13,885,707.53	26,034,697.00	-12,148,989.47	53.3%
Gross Profit	13,885,707.53	26,034,697.00	-12,148,989.47	53.3%
Expense				
5000 · Payroll Expense	10,049,817.29	20,853,430.00	-10,803,612.71	48.2%
6000 · Reimbursed Expense	179,281.48	188,000.00	-8,718.52	95.4%
6150 · Professional Fees	242,660.70	259,000.00	-16,339.30	93.7%
6200 · Administrative Support	109,965.97	633,069.00	-523,103.03	17.4%
6225 · Recognition	4,289.42	10,000.00	-5,710.58	42.9%
6250 · Rent	430,958.54	1,006,100.00	-575,141.46	42.8%
6252 · Utilities	57,665.43	104,000.00	-46,334.57	55.4%
6300 · Repairs & Maintenance	420,292.99	2,383,498.00	-1,963,205.01	17.6%
6350 · Insurance	94,233.72	145,000.00	-50,766.28	65.0%
6400 · Communication	53,538.44	102,600.00	-49,061.56	52.2%
6500 · Training and Travel	77,266.57	136,000.00	-58,733.43	56.8%
6600 · Minor Capital Equipment	48,567.74	149,000.00	-100,432.26	32.6%
6700 · Supplies	18,952.76	65,000.00	-46,047.24	29.2%
Total Expense	11,787,491.05	26,034,697.00	-14,247,205.95	45.3%
Net Ordinary Income	2,098,216.48	0.00	2,098,216.48	100.0%
Net Income	2,098,216.48	0.00	2,098,216.48	100.0%

10:56 AM

08/09/22

Cash Basis

Snohomish County 911
Capital Plan 80
January through June 2022

	Jan - Jun 22
Ordinary Income/Expense	
Income	
4045 · Emergency Sales Tax Revenue	1,250,000.00
4300 · Interest	
4320 · Other Interest	350.72
Total 4300 · Interest	350.72
Total Income	1,250,350.72
Gross Profit	1,250,350.72
Expense	
6150 · Professional Fees	14,500.00
6600 · Minor Capital Equipment	1,045,236.62
Total Expense	1,059,736.62
Net Ordinary Income	190,614.10
Net Income	190,614.10

Snohomish County 911
Wireless Tech Capital 110
January through June 2022

	Jan - Jun 22
Ordinary Income/Expense	
Income	
4300 · Interest	
4320 · Other Interest	36.02
Total 4300 · Interest	36.02
Total Income	36.02
Gross Profit	36.02
Net Ordinary Income	36.02
Net Income	36.02

Snohomish County 911
Reserves 90
January through June 2022

	Jan - Jun 22
Ordinary Income/Expense	
Income	
4300 · Interest	
4320 · Other Interest	146.06
Total 4300 · Interest	146.06
Total Income	146.06
Gross Profit	146.06
Net Ordinary Income	146.06
Net Income	146.06

Snohomish County 911
Wireless Tech Reserves 120
January through June 2022

	Jan - Jun 22
Ordinary Income/Expense	
Income	
4300 · Interest	
4320 · Other Interest	14.78
Total 4300 · Interest	14.78
Total Income	14.78
Gross Profit	14.78
Net Ordinary Income	14.78
Net Income	14.78

11:00 AM

08/09/22

Cash Basis

**Snohomish County 911
Radio Replacement Project 130
January through June 2022**

	Jan - Jun 22
Ordinary Income/Expense	
Income	
4200 · Miscellaneous Income	
4280 · Reimbursements	5,693,946.77
Total 4200 · Miscellaneous Income	5,693,946.77
4300 · Interest	
4320 · Other Interest	23.32
Total 4300 · Interest	23.32
Total Income	5,693,970.09
Gross Profit	5,693,970.09
Expense	
5000 · Payroll Expense	284,341.17
6150 · Professional Fees	254,836.22
6200 · Administrative Support	15,223.23
6250 · Rent	59,339.00
6300 · Repairs & Maintenance	316.68
6350 · Insurance	123,803.28
6500 · Training and Travel	75.93
6600 · Minor Capital Equipment	4,274,477.15
6700 · Supplies	7.75
Total Expense	5,012,420.41
Net Ordinary Income	681,549.68
Net Income	681,549.68

11:01 AM

08/09/22

Cash Basis

Snohomish County 911
Subscriber Equipment 140
January through June 2022

	<u>Jan - Jun 22</u>
Ordinary Income/Expense	
Income	
4045 · Emergency Sales Tax Revenue	150,000.00
4200 · Miscellaneous Income	
4280 · Reimbursements	<u>51,746.29</u>
Total 4200 · Miscellaneous Income	51,746.29
4300 · Interest	
4320 · Other Interest	<u>7.05</u>
Total 4300 · Interest	7.05
Total Income	<u>201,753.34</u>
Gross Profit	201,753.34
Expense	
6600 · Minor Capital Equipment	<u>171,805.31</u>
Total Expense	<u>171,805.31</u>
Net Ordinary Income	<u>29,948.03</u>
Net Income	<u><u>29,948.03</u></u>

SNO911 Fund 80 Capital Plan 2022		BOD: 4/21/2022						
Updated through 7/31/2022								
	Beginning Balance	13,332,720	13,326,421	13,326,421	216,225	(190,775)	(1,437,775)	(3,094,775)
	Expenditures	766,345	13,110,196	1,656,385	407,000	1,247,000	1,657,000	347,000
	Previous Year Carryover				0	0	0	
	Managed Laptops							
	Funds Transfer Per Board Approval	424,590						
	E911 Contribution	334,723						
	Sales Tax Disbursement			1,250,000				
	Miscellaneous Income							
	Interest Income	733		416				
	Projected YE Balance	13,326,421	216,225	12,920,452	(190,775)	(1,437,775)	(3,094,775)	(3,441,775)
Wireless Technology Fund 110 Capital Plan								
Updated through 7/31/2022								
		YTD	Planned	Actual				New Forecasted Year
Project #	Project Name	2021	2022	2022	2023	2024	2025	2026
110-001	Vehicles & New Tires	202,016	56,135	46,902	56,135	57,819	59,554	61,340
110-004	Roof Replacements for Generators				0	140,000	0	0
110-005	System Equipment Replacement	17,733	42,000		42,000	42,000	22,000	22,000
110-006	Power System Replacements				0	0	0	0
110-007	Comm. Site Building Improvements		21,000		21,000	18,000	18,000	18,000
110-008	Tower Upgrades/Replacement		31,395		31,395	31,395	46,395	31,395
110-009	Site HVAC Unit Replacements		30,000		30,000	30,000	30,000	30,000
110-010	Generator Replacements	105,467	60,000		60,000	142,090	147,774	153,685
110-011	Camera Upgrade/Sustainment							
110-012	Equipment for Existing Systems							
	Beginning Balance	1,778,574	1,453,454	1,453,454	1,406,594	1,166,064	704,760	381,037
	Expenditures	325,216	240,530	46,902	240,530	461,304	323,722	316,420
	Previous Year Carryover							
	Funds Transferred in							
	Funds Transfer Per Board Approval							
	Interest Income	96		42				
	Projected YE Balance	1,453,454	1,212,924	1,406,594	1,166,064	704,760	381,037	64,618

11:07 AM

08/09/22

**Snohomish County 911
A/R Aging Summary
As of June 30, 2022**

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
22# FD	2,956.18	0.00	0.00	0.00	0.00	2,956.18
Arlington City	25,988.62	0.00	0.00	0.00	0.00	25,988.62
City of Brier	0.04	-0.04	0.04	-0.04	0.00	0.00
City of Mountlake Terrace	36,212.95	0.00	0.00	0.00	0.00	36,212.95
City of Mukilteo	167.28	0.00	0.00	0.00	0.00	167.28
Clearwire	0.00	3,374.31	155.92	155.92	467.76	4,153.91
DIUA	0.00	0.00	0.00	0.00	3,988.42	3,988.42
E911	0.00	0.00	83,313.12	0.00	7,137.00	90,450.12
Everett Fire Dept	0.00	1,670.48	0.00	0.00	0.00	1,670.48
Federal Bureau of Investigation	0.00	1,091.44	5,151.04	0.00	0.00	6,242.48
Lake Stevens City	31,601.23	0.00	0.00	0.00	0.00	31,601.23
Paine Field	872.46	0.00	0.00	0.00	0.00	872.46
Records Request - Jonathan Dichter	0.00	14.04	0.00	0.00	0.00	14.04
Records Request - Megan Riley	0.00	82.56	0.00	0.00	0.00	82.56
Records Requestor - Lacey Gardner	0.00	28.08	0.00	0.00	0.00	28.08
Records Requestor - Steven Weier	34.68	0.00	0.00	0.00	20.64	55.32
Snohomish City	12,492.94	0.00	0.00	0.00	0.00	12,492.94
Snohomish County PUD	0.00	500.00	500.00	500.00	24,022.18	25,522.18
StarTouch Inc	0.00	0.00	0.00	68.81	27.03	95.84
Sultan City	4,957.66	0.00	0.00	0.00	0.00	4,957.66
TOTAL	115,284.04	6,760.87	89,120.12	724.69	35,663.03	247,552.75

**Snohomish County 911
Personnel Committee
Meeting Summary for August 10, 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		Kathy Marek			

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

The meeting was called to order at 9:03 am by Committee Chair, George Hurst.

- 1. Exemplary Service Recognition.** Kurt reported that this recognition is part of a new policy that was previously approved by the Board. He described how employee Chris Gass, had created a fire recommendations module that can be used in conjunction with CAD Lite , thereby allowing time saving by automating response recommendations during manual operation as well as eliminating the need for Fire Operations Centers to be staffed during planned and unplanned outages. He further explained that the employee developed it on his own initiative. The committee expressed their appreciation for Mr. Gass' work.
- 2. Compensation Connections Project Update.** George Hurst asked to take the lead on this topic since he, Chief Hovis and Chief Ventura have all been working directly with the consultants. Speaking on behalf of the committee, George thanked the consultants for their work on the project, and requested they pause to give them a chance to further review the grade structure. Nancy Kasmar went over the changes proposed and explained how they worked toward adjusting the structure so that each position matched the current market. Terry added that while the consultants reviewed market data, he and Kurt reviewed organizational structure. Following some lengthy discussion, the committee reviewed the changes proposed, and discussed some possible next steps. George would like some additional work be done on the structure before they present it to the Board. It was agreed that Kurt and Terry will make the necessary adjustments based upon the feedback they received in today's meeting and will send out an updated report to the committee. Kurt said that he was hoping to share the presentation with the Finance Committee on Thursday. The Personnel Committee agreed to get back to Kurt with their decision before the Board meeting next week.
- 3. 2023 Preliminary Budget Discussion.** (*Agenda item taken out of order*). Kurt presented the draft budget that had been emailed out separately to the committee. He highlighted some key points that will be presented to the board, including organizational structure changes, and the executive summary which describe some bold steps they are considering to address the current staffing challenges. He added revenues are projected to increase by \$1.7 million which they will use to help offset expenses. Healthcare cost increases and explanations on other changes that result in a financial impact were also presented and explored. Kurt described the meeting he recently attended with other executive directors from around the country at the APCO Conference (911 industry). The entire meeting focused

on staffing challenges that are being faced throughout the industry, along with the incivility dispatchers are encountering with the public. He added that dealing with 20-30% attrition is not a sustainable model, which is why they plan on addressing proposed changes designed to attract applicants and retain the employees they have.

4. **Review Staffing Report.** Terry briefly touched on the staffing report. They are still down 15 FTEs in center staff.
5. **Updated Selection Standards.** Kurt presented the summary prepared by Recruiter Damien Coan. He explained that they know they are losing potential applicants that are engaging in lawful activity, but then remove themselves from the applicant pool once they read the selection standards. The changes also include some language cleanup and clarifications. Terry explained that they propose removing the one-year threshold, and replace it with a requirement that applicants may not use or possess any marijuana or THC within 30 days of their application. SNO911 has a drug free workplace policy in place, which is required by Federal Law. Also, dispatch applicants would still need to pass a drug test. The committee agreed to support the policy change. George Hurst moved to recommend the Board authorize changes to the Selection Standards as presented. The motion was seconded by Jonathan Ventura and it passed.
6. **Pre-hire Authorization for GIS Coordinator.** Kurt reported that their long-time GIS Coordinator is planning to retire sometime in the first quarter 2023. He added that the employee is the only staff member that is responsible for regularly updating maps in the CAD system that 911 and first responders rely upon. He recommends hiring someone before the current employee leaves to help ease the transition. He explained that they can absorb this new hire into the budget. He also proposed a possible long-term partnership with the E911 office (County EESCS) that would provide some needed backup support and redundancy. George Hurst moved to recommend the pre-hire authorization for the replacement of SNO911's GIS Coordinator. The motion was seconded by Jonathan Ventura and it passed. The committee agreed to include this action as part of the consent agenda at next week's Board meeting.
7. **Round Table.**
 - Terry asked if committee desires to have an additional meeting with Compensation Connections after the Board meeting but before the next Personnel committee meeting, to please let him know so it can be scheduled.
8. The meeting was adjourned at 10:28 a.m. The next Personnel Committee Meeting is scheduled for Wednesday, September 7, 2022.

**Snohomish County 911
Future Facility Committee**
Meeting Summary for August 2, 2022, 1:00 – 2:00 pm
Location: Web Conference

Meeting Attendance:

Committee Members					
Dave DeMarco	✓	Jason Biermann		Steve Guptill	
George Hurst	✓	Rich Llewellyn	✓		
Staff Support Team					
Kurt Mills	✓	Terry Peterson	✓	Wade Anderson	
				Sharon Brendle (notetaker)	✓

Decisions are underlined. Follow up items are in *italics*.

- 1. Call to Order.** Chair Dave DeMarco called the meeting to order at 1:01 p.m.
- 2. PSA/Due Diligence/Draft Project Schedule.** Kurt reported they had received the signed PSA from the seller. He shared a screen shot showing the schedule of the 90 day due diligence period which expires in November. OAC was on-site July 26th starting their review process and we have some drawings. If everything goes as planned, he hopes to be able to come to the board in September seeking final approval to acquire the buildings. He also explained that everyone is also focused on the State's Performance Review Committee (PRC) that they have to meet with. This is the committee they will be submitting to for their construction methodology. They plan for that submission later this month with the goal of approval next month. Terry added that the submission requirement is an extra step needed since the board selected the Progressive Design Build as their construction method. OAC has experience with this. Terry explained that agencies present their project in a way that the committee will see that it is a worthy project. Working on the submission to the committee will be handled concurrently with the due diligence work. Kurt added that potential vendors often attend the PRC meetings. This would provide more of an opportunity for vendors to learn about the project and help the agency in getting bid responses when the time comes.
- 3. New OAC PM.** Kurt reported he is happy with the new project manager Diana Brown. She will be attending next month's committee meeting. He explained that Diana has helped come up with a conceptual layout that showed how the center would fit on a floor that contained an elevator in the middle. He shared his screen that showed that design. He added that they are still evaluating, but they believe that they can't put the dispatch center in Building A (the front building) because the construction materials for that building include wood and other combustible materials. Adherence to NFPA 1225 would necessitate the center be located in Building B instead, since it's steel constructed. He proposes having the center on the 3rd floor of Building B, which allows a secure corridor on the same floor between it and Building A. He also spoke about security measures that would be added. He plans on taking drawings that show floor dimensions to the APCO conference next week to share with furniture vendors for some additional layout concepts.

In response to a question about the design of the additional floors, Kurt explained that there isn't an architect yet, so there are no plans yet to consider. He added that by having the center on the 3rd floor, center staff would have easy access to the break room nearby in Building A, which is adjacent to the enclosed corridor. He said he imagines having operations on the same floor, along with training and quiet rooms nearby. Center staff wouldn't have to go between floors during their shift. Additional discussion was on uses for the other floors in the building, along with the potential for sharing space with another agency. Kurt says he continues to be hopeful that they can work something out with the County.

4. Round Table.

- Kurt shared that the agency experienced a power outage last Friday. The city was performing upgrades to the secure parking lot gate after hours Thursday night, so they shut down power temporarily. Unfortunately, when they tried to start it back up the old 480v breaker wouldn't come back on so power was still down Friday morning. SNO911 moved a few folks down to South Campus for a few hours on Friday, just for precaution.
- Terry reported they will be meeting at the county tomorrow afternoon to discuss the bond. He added that they are cautiously watching where interest rates are heading.
- Rich asked if they ever considered colocating with another dispatch center. He used as an example CRESA who dispatches for additional jurisdictions. Kurt said that partnerships with an agency in Eastern Washington could be important so that operations could be sustained in the event of a regional disaster on this side of the mountains. They have discussed this possibility as well as hosting redundant hardware for another agency.

5. Next meeting. The meeting was adjourned at 1:27 pm. The next meeting is scheduled for Tuesday, September 6, 2022 at 1:00 pm.