

SNOHOMISH COUNTY 911 BOARD OF DIRECTORS
BOARD MEETING AGENDA
November 16, 2023 at 8:30 a.m.
Web Conference – Join Zoom Meeting

<https://us02web.zoom.us/j/86000466014?pwd=YWxBbE9HMIJuT2ZXMTYVU8rSnBkUT09>

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

Physical location: 1121 SE Everett Mall Way, Everett Police Department, South Precinct
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
 - i. December Changes to Zoom Meetings
2. **Public Comments**
3. **Approval of Agenda**
4. **Consent Agenda**
 - A. Minutes from the October 19, 2023 Regular Board Meeting.....3
 - B. October 2023 Blanket Voucher & Payroll Approval Form:
 - i. Checks 1021-1023; 2001; and 17984-18115, for a total of \$5,629,490.03, and
 - ii. Payroll Direct Deposit, in the amount of \$1,203,840.33
 - C. Resolution 2023-03: Appointment of Agency Auditor8
5. **Executive Session - Dispatch Supervisor Contract Negotiations**
6. **Old Business**
 - A. Snohomish County EMS: Fire Chief's Association Requests9
 - i. Contract with Interim EMS Director56
 - ii. Participation in Governance Task Force
 - B. ECSF Program Advisory Board
 - i. City Police Chief Appointment
7. **New Business**
 - A. Fleet Expansion Requests65
8. **Reports**
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 - B. Future Facility Project Update

C. Radio Replacement Project (RRP).....	76
D. Police TAC (meeting scheduled for 11/14/2023)	
E. Fire TAC	80
9. Committee Reports	
A. Finance Committee	85
B. Personnel Committee	87
C. Future Facility Committee (no meeting)	
D. County EESCS Committee (formerly County E911 Office)	
E. County ECSF Program Advisory Board	
10. Good of the Order	
11. Adjourn - The next meeting is scheduled for December 21, 2023	

SNOHOMISH COUNTY 911 BOARD of DIRECTORS MEETING

October 21, 2023

Board Members & Management in Attendance	☒ Jon Nehring - President	Marysville	☐ Richard Emery	Mukilteo
	☒ Dave DeMarco	Everett Fire	☒ Pete Caw	Mntlk Terrace PD
	☒ Derek Daniels	South County Fire	☒ Kurt Mills	SNO911
	☒ Ryan Lundquist	SRFR	☒ Terry Peterson	SNO911
	☐ Don Waller	Marysville Fire	☒ Andie Burton	SNO911
	☐ Ryan Shaughnessy	Fire District 15	☒ Marlin Herolaga	SNO911
	☒ Ian Huri	SCSO Undersheriff	☒ Rosie Akopyan	SNO911
	☐ Ken Klein	Snohomish County	☒ Wade Anderson	SNO911
	☐ Dan Templeman	Everett Police	☒ Howard Tucker	SNO911
	☒ Judy Tuohy	Everett	☒ Steve Lawlor	SNO911
	☒ Rod Sniffen	Edmonds Police	☒ Jordan Stephens	Legal Counsel
	☒ George Hurst	Lynnwood	☐ Christine Svihus	Legal Counsel
	☒ Jonathan Ventura	Arlington Police		
Alternate Board Members in Attendance	☐ Thad Hovis	South County Fire	☒ Cole Langdon	Lynnwood Police
	☒ Roy Waugh	SRFR	☒ Jim Lawless	Marysville Police
	☐ Chad Schmidt	Fire District 21	☐ Jenna Nand	Edmonds
	☐ Scott Robertson	SCSO Bureau Chief	☒ Jeff Beazizo	Lake Stevens Police
	☒ Jeraud Irving	Everett Police	☒ Dale Kaemingk	Brier
	☐ Don Schwab	Everett	☐ Paul Gagnon	Everett Fire
	☒ Ned Vander Pol	Marysville Fire	☐ Jason Biermann	Snohomish County
Guests and Staff in Attendance	Diana Brown – OAC		Tiffani Brown - SNO911	
	Jarrod Spence – Sky Valley Fire		Sharon Brendle – SNO911	
	Riley McGinnis - Public			

AGENDA ITEMS	REPORTS & COMMENTS	ACTION OR FOLLOW-UP
1. Call to Order and Roll Call and Announcements	President Jon Nehring called the meeting to order at 8:30. Roll was taken and a quorum was confirmed. Executive Director Kurt Mills announced that Everett Police Chief Dan Templeman is retiring at the end of the month. Due to a conflict, he was unable to attend the board meeting. The director stated that the chief had been on both the SNOPAC and SNO911 Boards for as long as he's served as chief, and expressed the agency's appreciation for his commitment, professionalism and partnership over the past years. He added that the chief also sat on the Emergency Communications Systems and Facilities Program Board, so there will be a vacancy for his position. The ILA states it should be with another police chief. They will try to fill that position in November. President Nehring added his appreciation for Chief Templeman's service, as well.	
2. Public Comment	None.	
3. Approval of Agenda	Deputy Director Terry Peterson announced that the Consent Agenda was updated to provide some clarifying detail on items C and D.	

	<i>Commissioner Derek Daniels moved to approve the agenda as amended. The motion was seconded by Councilmember George Hurst and approved unanimously.</i>	Agenda approved
4. Consent Agenda	<i>Chief Dave DeMarco moved to approve the Consent Agenda, including:</i> <i>A. Minutes from the September 21, 2023 Regular Board Meeting</i> <i>B. September 2023 Blanket Voucher & Payroll Approval Form:</i> <i>i. Checks 1019 – 1018 and 17893 – 17983, for a total of \$710,448.26;</i> <i>ii. Payroll Direct Deposit, in the amount of \$1,214,150.56;</i> <i>iii. Declare, as surplus, the list of legacy microwave assets as shown in Exhibit A; and</i> <i>iv. Approve Resolution 2023-02, a Resolution Appointing Agent to Receive Claims for Damages.</i> <i>Councilmember Hurst seconded the motion and it was approved unanimously.</i>	Consent Agenda Approved
5. Old Business	<i>A. Nurse Navigator Program.</i> Deputy Director Peterson presented this proposal and explained that the program had been discussed for some time. He added that they had conducted a market search over the summer, the fire chiefs had formed a sub-committee who did an evaluation of the results, and they selected GMR Nurse Navigator as the nurse triage system they would like implemented in Snohomish County. It would provide an additional path for responding to those with low acuity medical conditions, and enables the dispatcher to transfer those calls to another nurse triage system that can better match the caller with the resources available. North Sound ACH has agreed to provide funding for the one-time implementation fees this year, and the subscription fee next year in a total amount not to exceed \$425,000. Two items were presented for the board's approval: an agreement with GMR Nurse Navigator, and an MOU with North Sound ACH. <i>Chief DeMarco moved to authorize the execution of the GMR Nurse Navigator agreement, in a form substantially as presented, pending final legal review. The motion was seconded by Assistant Chief Ryan Lundquist and approved unanimously.</i> <i>Chief DeMarco moved to authorize the execution of the North Sound MOU, in a form substantially as presented, pending final legal review. The motion was seconded by Councilmember Hurst and approved unanimously.</i> <i>B. Future Facility Budget Review.</i> (Discussed during Executive Session). Director Mills announced that OAC Representative, Diana Brown, will be joining in the discussion. He added that Lydig Construction is the primary contractor, but Lydig also selects a number of sub-contractors to perform the actual work, so negotiations are still on-going. Agency Attorney Jordan Stephens moved the SNO911 Board of Directors into Executive Session, pursuant to RCW 42.30.110 (1) (d) to review negotiations on the performance	Motion Approved Motion Approved

7. Reports	A. Agency Report. Director of Operations Andie Burton announced that the agency is running a fund raiser with proceeds to benefit the staff of Maui County 911. She explained the designs created and the shirts that are available to purchase through the end of the month. A website was provided for those interested in purchasing shirts. She added that no public funds are being used for the program. This was brought forward with the Employee Engagement Committee. B. Future Facility Project Update. Nothing additional to report. C. Radio Replacement Project (RRP) Radio Systems Team Manager, Howard Tucker, reported that the microwave transition is complete, which brings 2 of the 3 systems are now fully updated. He added that they have made some significant improvements to the reliability of the systems today by replacing both power and microwaves. Deputy Director Peterson added that they plan on bringing back the paging projects scope of work in December, as well as the microwave overlay project work to bring the future facility on to the network. D. Police TAC Assistant Chief Jim Lawless reported that they met on October 10. Draft minutes were included in the meeting packet. E. Fire TAC: Operations Director Burton reported that they had met the previous day. Assistant Chief Lundquist added they are putting together an IMS (Incident Management System) policy again that was previously done several years ago. This would be a county wide procedure/policy to incorporate more decontamination opportunities.	
8. Committee Reports	A. Finance Committee. Nothing additional to report. B. Personnel Committee. Nothing additional to report. C. Future Facility Committee. Nothing additional to report. D. County EESCS Committee (formerly County E911 Office). Deputy Director Peterson reported that they met the previous day and reviewed the quarterly financial report. Next meeting is scheduled for January. Director Mills added that staff plans to come back to the board with some corrective action as a result of changes at the county related to carryover funds. There will be some additional steps that will need to be taken, to amend some previous action taken earlier in the year. E. County ECSF Program Advisory Board. No meeting.	
Good of the Order	▪ Director of Finance, Wade Anderson, reported that their 2021-2022 SAO State Auditor's audit were rescheduled due to staffing challenges. It is now scheduled to begin October 30th. He believes this audit will be completed at the end of the calendar year. ▪ Deputy Director Peterson recalled that the board authorized staff to hire a consultant on behalf of the Fire Chiefs Association to work with the fire community in order to evaluate better ways for collaboration in EMS. Berk Consulting is concluding their work. He added that there was a county-wide stakeholder workshop meeting held last month, with around 40 attendees from both the Fire and EMS Community. He explained that Berk has developed some recommendations that were presented to their E-	

	Board yesterday. The E-Board expressed that they wish to revisit how EMS is structured in the county, specifically how it would look if EMS was integrated with SNO911. The Personnel Committee has also been informed of this. The deputy director believes this will be brought forward over the next few months. ▪ Director Mills announced that they plan on having a press release done next year as things progress. He explained they reached a milestone this week when Valley Comm in Renton implemented a live version of SNO911's CAD-Lite application. This is all a part of a regional resiliency initiative that has been worked on for quite awhile which will allow Valley Comm and SNO911 to support one another should one of the centers have a catastrophic situation or failure.	
Adjourned	The meeting was adjourned at 9:19 a.m. The next regular meeting is scheduled for November 16, 2023, at 8:30 a.m.	

RESOLUTION NO. 2023-03

**A Resolution Designating the Auditor for
Snohomish County 911**

WHEREAS, RCW 42.24.080 provides that the Snohomish County Board of Directors shall appoint an Auditor for Snohomish County 911 to fulfill the duties described in RCW 42.24.080; and

WHEREAS, the Snohomish County Board of Directors has determined that the Director of Finance has the requisite skills and experience to act as Snohomish County 911's Auditor.

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

Section 1. Appointment of Snohomish County 911 Auditor. The Snohomish County 911 Board of Directors hereby designates that the Director of Finance shall act as the Snohomish County 911 Auditor pursuant to RCW 42.24.080. In the absence of the Director of Finance, if any needs related to the Snohomish County 911 Auditor position arise, the Executive Director shall serve as the Snohomish County 911 Auditor during the Director of Finance's absence.

Section 2. Repealer. Any resolution or portion thereof inconsistent with this Resolution is hereby repealed.

ADOPTED by the Snohomish County 911 Board of Directors this 16th day of November, 2023.

By: Jon Nehring, President

ATTEST:

By: Terry Peterson, Secretary

Collaborative Fire and EMS Service Delivery in Snohomish County: A Feasibility Study

Adopted by the Snohomish County Fire Chiefs Association November 7, 2023

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Introduction

Purpose

Rapid population growth and increased demand for services have put significant strain on local government services, with fire and emergency services often among the first to experience these impacts. Fire and EMS providers in Snohomish County currently face rapid population growth in rural areas, geographic proximity that requires frequent inter-reliance of urban and rural fire agencies, and fiscal constraints that strain individual agencies. While Snohomish County fire and EMS agencies have long cooperated in certain functions, there is a desire for agencies to identify opportunities for more effective and efficient service delivery to successfully navigate community changes and scale up to meet demand today and into the future.

Snohomish County 911 contracted with BERK Consulting on behalf of fire and EMS providers in Snohomish County to begin the process to assess, analyze, and ultimately recommend areas for greater cooperation. Functions and systems considered include recruitment, training, equipment purchasing, special teams, and other ideas short of actual consolidation of service delivery.

The desired outcomes for this phase of work included:

- A shared understanding of the current state.
- Consensus around a long-term vision for more cohesive provision of fire services and EMS in Snohomish County.

A potential future phase of work may include implementation planning for functions identified as ripe for collaboration, including potential structures for governance and decision-making; cost sharing and funding models; and implementation steps.

This document summarizes key findings from this study and recommended next steps.

Study Approach

Project Principles

Given the many stakeholders involved in this project and the sensitivity of the issues being considered, the project approach was designed to adhere to the following principles:

- Leaders of every agency had the opportunity to share their views in a privileged and frank conversation with consultant staff.
- Work was advanced iteratively and transparently, with a publicly shared Assessment Report and all-stakeholder workshop to ensure that the process, discussions, and recommendations could be followed and understood by all partners.

Methodology

This study occurred from May through November 2023 and included the following components:

- **Engagement with the Snohomish County Fire Chiefs Association E-Board.** BERK met four times with the E-Board during the study. The E-Board's role throughout this study was to provide input into

the process; review draft consultant findings and identify key takeaways; and represent the diversity of perspectives in the county landscape.

- **Stakeholder interviews.** BERK conducted 21 confidential interviews with representatives from each fire and EMS provider and key stakeholders in Snohomish County. Leadership at each agency selected the appropriate representatives to participate in the interview. See Appendix A: Fire and EMS Provider Interview Summary for a summary of findings from those interviews.
- **All-stakeholder workshop.** We discussed findings from the interviews at a workshop open to all fire and EMS stakeholders in Snohomish County. This workshop occurred at the regularly scheduled SNO911 Fire TAC meeting on Wednesday, September 20 from 1 – 3 pm. See Appendix B: Summary of All-Stakeholder Workshop for a summary of takeaways from this workshop. Points of agreement described in this document represent agreement reached during this meeting.
- **Other county comparison.** To identify potential lessons from other counties that could be applied to Snohomish County, we conducted a peer review of other models for fire and EMS provider cooperation elsewhere in the state. See Appendix C: Other County Comparison for a summary of findings.

Current State

Current State Overview

More than 20 providers deliver fire and EMS services in Snohomish County. These providers operate independently, though there is increasing coordination and interdependence, particularly given borderless dispatch and mutual aid agreements. This coordination means that independent providers are a de facto “system” that accomplishes necessary tasks in providing fire and EMS services to Snohomish County, but for which refinement could provide better service and relationships.

There is a great deal of variation in community context and provider resources. Providers would like to see additional collaboration to align response resources, achieve resource efficiencies, and provide the best possible service to customers.

Problem Statements: A Case for Change

EMS System

- External forces, including increasing population, changing demographics and social conditions, and resource constraints place significant pressure on EMS service delivery.
- There is currently little centralized capacity to help providers learn, adapt, or coordinate a countywide standardization of EMS service delivery models.
- Differences in training approaches lead to differences in response approaches, hindering collaboration.
- Many stakeholders do not see SCEMS to be effective in its role and reference past challenges with the organization. Many stakeholders note recent improvements. Stakeholders are not clear on SCEMS’s role and cite some duplication in effort between SCEMS and individual providers.
- A few large providers provide a significant proportion of funding to SCEMS, which creates risk should these providers choose to pull their support.

Fire Training

- Differences in training approaches at different training groups lead to differences in response approaches, hindering collaboration.
- Firefighters who move between providers may be required to take duplicative training (see also Recruitment).

Recruitment

- Members at smaller providers often move laterally to larger providers, which typically offer career positions with higher wages. This is happening increasingly quickly after a member starts work at smaller provider, hindering smaller providers’ ability to receive a return on their investment in recruiting and training these individuals.
- Members who make these moves typically go through basic training at both organizations (see also Fire Training).

Vision for a Desired Future

At the All Stakeholder Workshop on September 20, Fire and EMS providers verified the following shared vision for the future:

Greater coordination, alignment, and collaboration strengthens individual agencies, countywide systems for fire and EMS service delivery, and the development of personnel.

Essential attributes of this long-term Vision include:

- **Effective and efficient support for providers' EMS functions contributes to a high level of EMS care in the county.** This could include some countywide services and some opt-in functions. Centralized data collection and continuous learning informs protocol development and ongoing provider education to meet the highest standards and evolving best practices.
- **Countywide alignment in training establishes a foundation for greater collaboration,** including shared standards for rural, suburban, and urban providers. While some logistical aspects of training needs will continue to differ based on the provider deployment model and culture, all members are part of a countywide system and have access to excellent training and career development opportunities.
- **Collaborative recruitment mitigates staffing challenges created by a rapidly growing community.** There is a strong pipeline of volunteer, part-time, and full-time career opportunities across agencies and recognition that provider competition and lateral moves are part of a natural career progression for individuals.

The outcomes associated with this Vision include:

- Improved service and better outcomes for customers.
- Seamless countywide operations, with enhanced interoperability of equipment and apparatus, and greater safety for personnel.
- Excellence in fire and EMS training and service delivery that is aligned across agencies of all sizes and tailored to the Snohomish County context through a process of continuous learning and improvement.
- A more positive experience for personnel entering and advancing their careers in Snohomish County.
- More efficient use of public resources, including taxpayer dollars and staff time.

Long-term Consolidation: Nearly all interviewees anticipate the consolidation of providers in the future, resulting in fewer agencies, or even one or three agencies, serving Snohomish County. While this was described as a likely long-term trend, it is worth noting that nearer-term consolidation could enhance resource efficiency and enhanced services for customers. Such consolidation would also likely support the desired collaboration described in the above Vision by reducing the number and diversity of providers that must come to agreement around great alignment.

Collaborative Functions of the Long-Term State

Exhibit 1 summarizes the functions that fire and EMS providers and stakeholders in Snohomish County will collaboratively deliver in the desired long-term state. The recommendations described in the next section outline how stakeholders can begin to collaborate on these functions.

Exhibit 1. Collaborative Functions of the Long-Term State

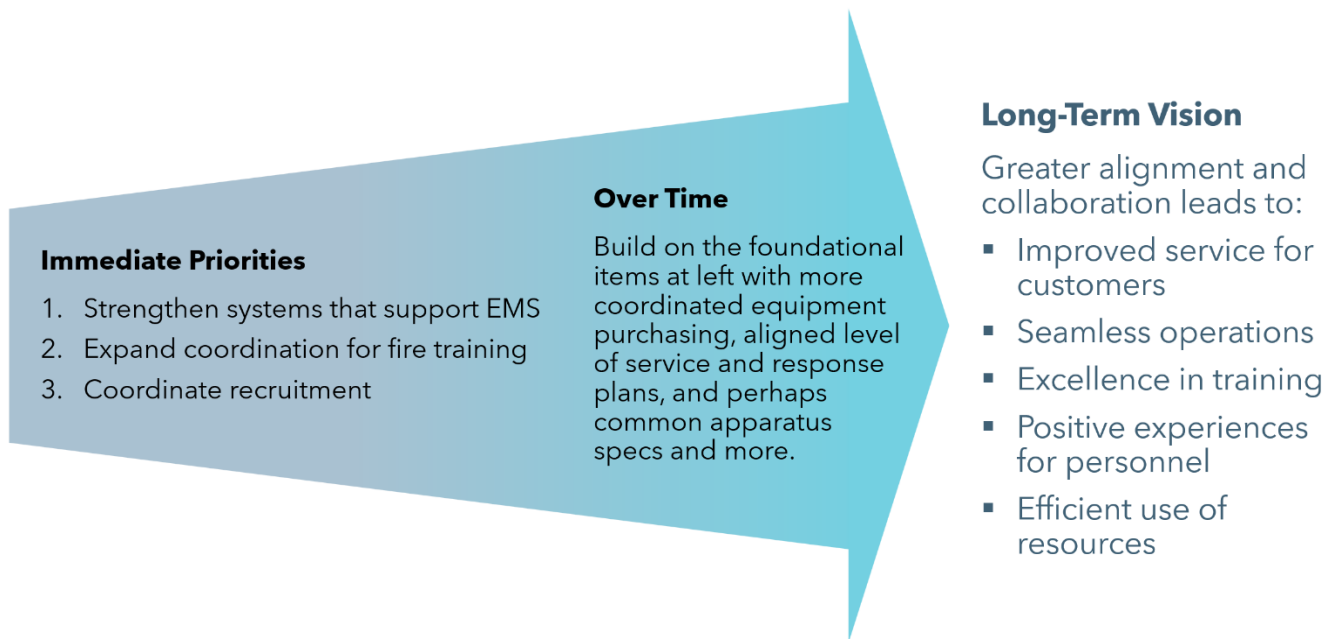
EMS	Training	Recruitment
▪ Coordinate EMS training ▪ Track recertification (opt-in) ▪ Coordinate between the Fire Chiefs Association and the MPD and SCEMS council ▪ Provide admin support to the MPD and SCEMS council regarding their legally required duties	▪ Coordinate across separate training consortiums ▪ Maintain countywide training parameters	▪ Coordinate a countywide recruitment platform

Source: BERK, 2023.

Recommended Next Steps

Based on input from interviews and the problem statements and the shared vision described above, we recommend the following steps for providers in Snohomish County. We have ordered these steps from low to high priority. As shown in Exhibit 2, the intention is for these three priority recommendations to lead into further increased collaboration, all in pursuit of the shared vision of greater alignment and functional collaboration.

Exhibit 2. High-Level Connection between Immediate Priorities and Long-Term Vision



Source: BERK, 2023.

Recommended Immediate Next Steps

Many of the recommendations described in the following section may take some time and further discussion to successfully implement. We recommend the following immediate next steps to immediately strengthen the countywide coordination of EMS and to begin the process of implementing the mid- to long-term recommendations listed below.

1. **Maintain SCEMS as an independent organization and hire an interim director** to facilitate immediate improvement and report status updates to the Fire Chiefs. This interim director will support the transition of the SCEMS organization into a department within Sno911.
2. **Convene stakeholders (see right) in a task force to recommend governance structure and process flows** to establish when housing countywide EMS coordination functions at Sno911.

Potential EMS Governance Task Force Stakeholders

- Snohomish County Fire Chiefs Association E-Board
 - Snohomish County EMS/TC Council
 - Sno911 Board and staff
 - MPD
 - SCEMS interim director (see below)
 - Consultant support
-

Mid- to Long-Term Next Steps

Priority 1. Strengthen the Countywide Systems that Support EMS

- A. **Rebuild and restructure SCEMS** to be an effective organization that can perform as desired.
 - a. **Integrate countywide EMS functions into Sno911 and dissolve the formal SCEMS organization.** Establish countywide EMS functions as a department within Sno911, with a department head reporting to Sno911 leadership and taking strategic direction from the Snohomish County Fire Chiefs Association, SCEMS Council, and county MPD. Incorporate the assessment for the EMS Department into the Sno911 assessment. See Organizational Structure, below, for an overview of how this could function, as well as an alternative option.
 - b. **Establish a strong permanent leadership role for the EMS Department** to manage the countywide EMS functions and coordinate with the SCEMS Council. This leader would have a standing agenda item at the Fire Chief's monthly meeting to facilitate information-sharing and ensure alignment between the SCEMS Council and the Fire Chiefs Association.
 - c. **Establish clear roles and responsibilities** for the EMS department and SCEMS Council.
 - d. **Develop a strategic plan** to map out service priorities and resource needs for the coming five years. Include performance measures.
 - e. **In the long-term, consider incorporating delegate physicians into the EMS Department structure** to align supervision of and payment for the delegate physicians under the EMS Department.
- B. **Initially focus the roles of the EMS Department, the SCEMS Council, and the MPD on the following functions.** The EMS Department will not dictate EMS responses for providers.
 - a. **Conduct QA/QI that ties to protocol development and ongoing training.**

- i. Develop protocols using countywide data analysis (with MPD oversight and State review).
 - ii. Develop content for ongoing training based on QA/QI findings to replace existing content in Target Solutions (with MPD oversight and State review).
 - iii. Provide recertification tracking as an opt-in service for providers.
- b. Coordinate the establishment of EMT training standards** aligned with IFSAC, National Registry requirements, and State requirements and **coordinate training delivery**.
- i. Consider options to deliver EMT training through community colleges or agency providers.
 - ii. Provide administrative support, coordination of instructors, and banking functions to collect fees and pay instructors.
 - iii. Functions may expand over time in line with the strategic plan noted above and under direction from the Fire Chiefs Association.

Funding

The increase in countywide EMS coordination will require additional base funding, which would be collected via the Sno911 assessment. Some functions would be offered as opt-in services.

Priority 2. Expand Coordination for Fire Training

- A. Establish a committee under the Fire Chiefs to **develop training parameters**, a shared curriculum, and metrics for Firefighter 1 and Firefighter 2 training curriculum in line with IFSAC standards and agreed-upon county-level expectations. Agreed-upon training parameters must meet the financial needs of providers.
- B. **Deliver training through multiple venues**, including existing training consortiums, with participants obtaining credit for Firefighter 1 training completed via any Snohomish County venue.
 - a. **Coordinate timing of training delivery**, including a connection to EMT training per below.
 - b. **Use IFSAC evaluators during testing** to ensure unbiased evaluation of student performance.
- C. **Full-time providers offer opt-in training opportunities for members countywide** to mitigate training costs for part-time and volunteer providers.
- D. **Providers continue to provide "finishing" training** and culture-building and skill refinement after members complete baseline Firefighter 1 or Firefighter 2 training.

Priority 3. Coordinate Recruitment

- A. **Full-time providers raise awareness of employment opportunities at part-time providers.**
- B. After building out standardized Firefighter 1 training (see Priority 2. Expand Coordination for Fire Training), **coordinate recruitment countywide**, including a shared recruitment timeline and a single recruitment platform with a shared pool (or full-time, part-time, and volunteer pools) of candidates.
- C. **Accommodate part-time and volunteer work across agencies** as possible.

Priority 4 (as feasible). Advance Other Collaborative Efforts

- A. **Coordinate equipment purchasing**, likely through the Fire Chiefs Association.
 - a. Continue to offer the ability for providers to purchase through other providers' agreements where possible.
 - b. In the short-term: establish shared specifications for more easily standardized equipment such as SCBAs and bunker gear. Raise awareness of when agencies are making purchases to encourage others to join.
 - c. In the longer-term: establish a committee to develop shared standards for more costly equipment and apparatus, with options for custom modification.
- B. **Offer additional shared learning opportunities**, such as officer development programs or driver training. Resources could be pooled to deliver these opportunities through existing training consortiums, with the opportunity for any provider in the county to participate.
- C. Implement an **opt-in shared community paramedicine program**, likely coordinated by the EMS Department.
- D. **Coordinate the allocation of limited seats in paramedic training programs**, including at Harborview, Central Washington University, and Bellingham Technical College, likely through SCEMS.
- E. **Continue conversations about how to further the improvements offered by borderless dispatch.**

Organizational Structure

The following sections present illustrations of the current, recommended long-term, and alternate long-term organizational structures for collaboration within Snohomish County. In developing the recommended and alternate options, we used the criteria and worked with the givens shown in Exhibit 3.

Exhibit 3. Criteria and Givens for Organizational Structure

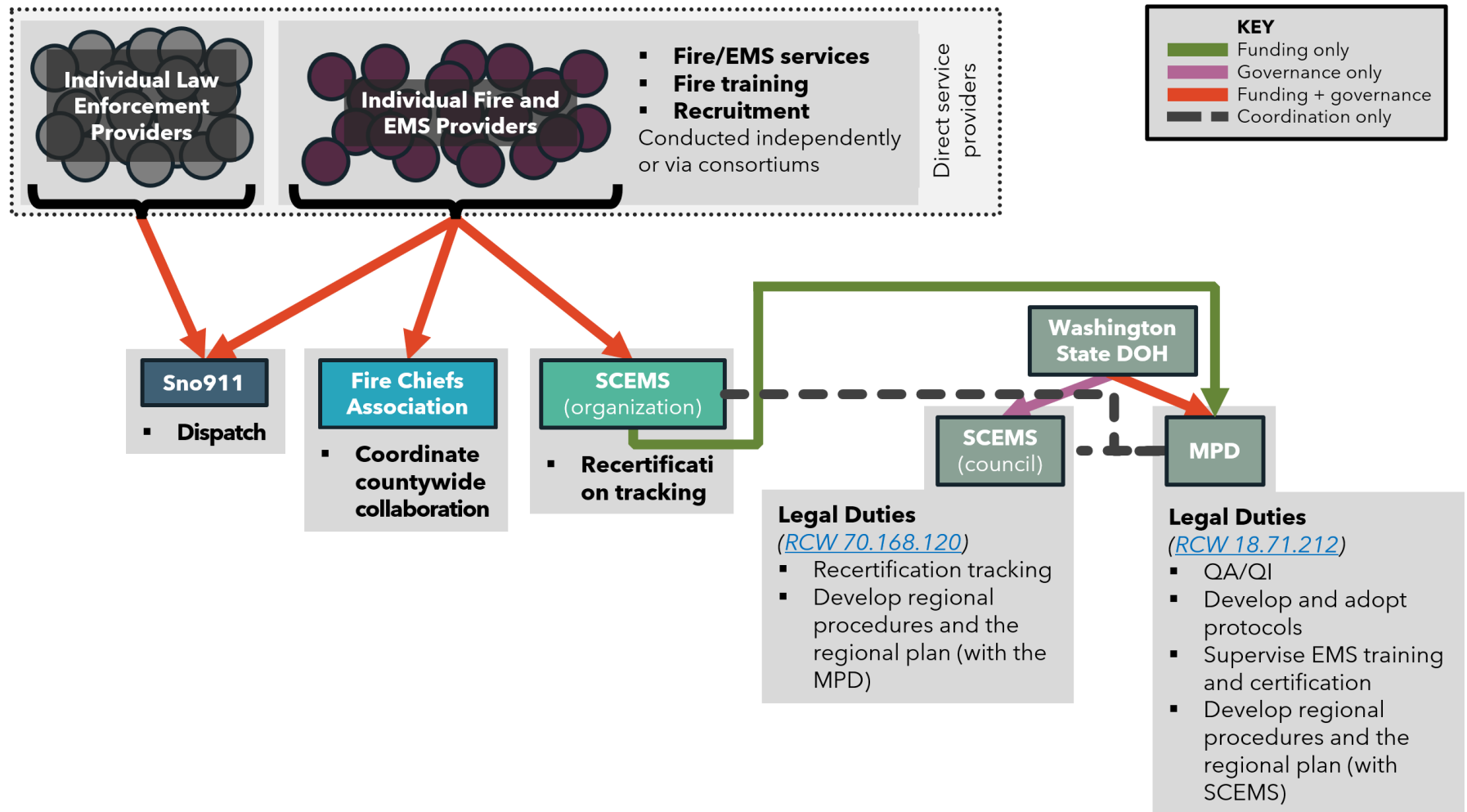
Criteria	Givens
▪ Clear hierarchy of decision-making ▪ Alignment of funding and decision-making ▪ Adequate organizational structure to support the long-term vision	▪ Adherence to State law ▪ Agencies maintain independence around decision-making for hiring/firing, equipment/apparatus purchasing, operations

Source: BERK, 2023.

Current State

Exhibit 4 shows the current organizational structure of collaborative fire and EMS functions within Snohomish County to use as a comparison for the recommended and alternative organizational structures.

Exhibit 4. Current Organizational Structure of Collaborative Fire and EMS Functions within Snohomish County



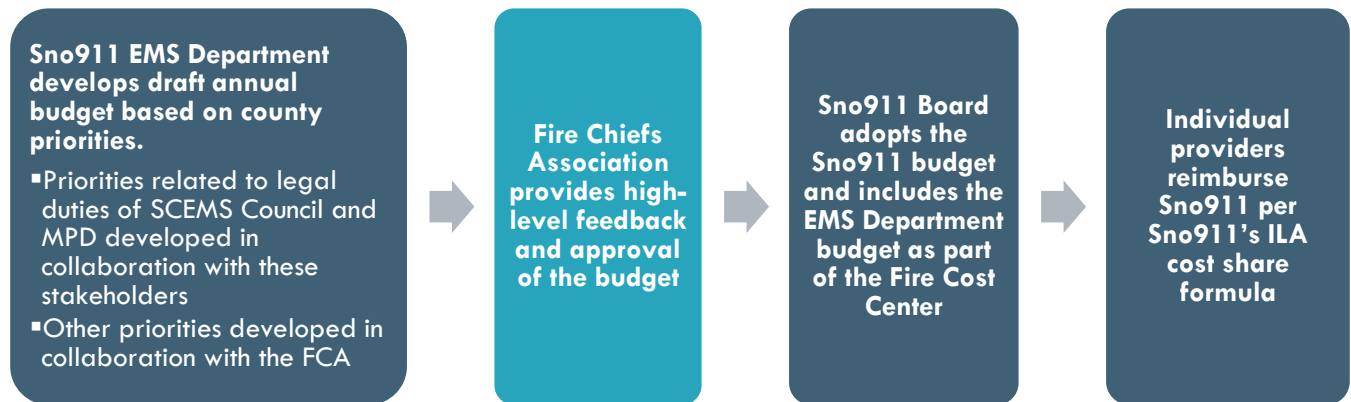
Source: BERK, 2023.

Recommended Option: EMS Functions at Sno911

Exhibit 6 shows the recommended mid-to-long-term future organizational structure with EMS functions housed at Sno911. Under this structure, the Fire Chiefs Association would have decision-making authority about the substantive components of the Sno911 EMS Department budget via Sno911's Fire/EMS TAC, and an interlocal agreement between Sno911 and the Association could address potential conflicts between what the FCA recommends and what the SNO911 Board approves.

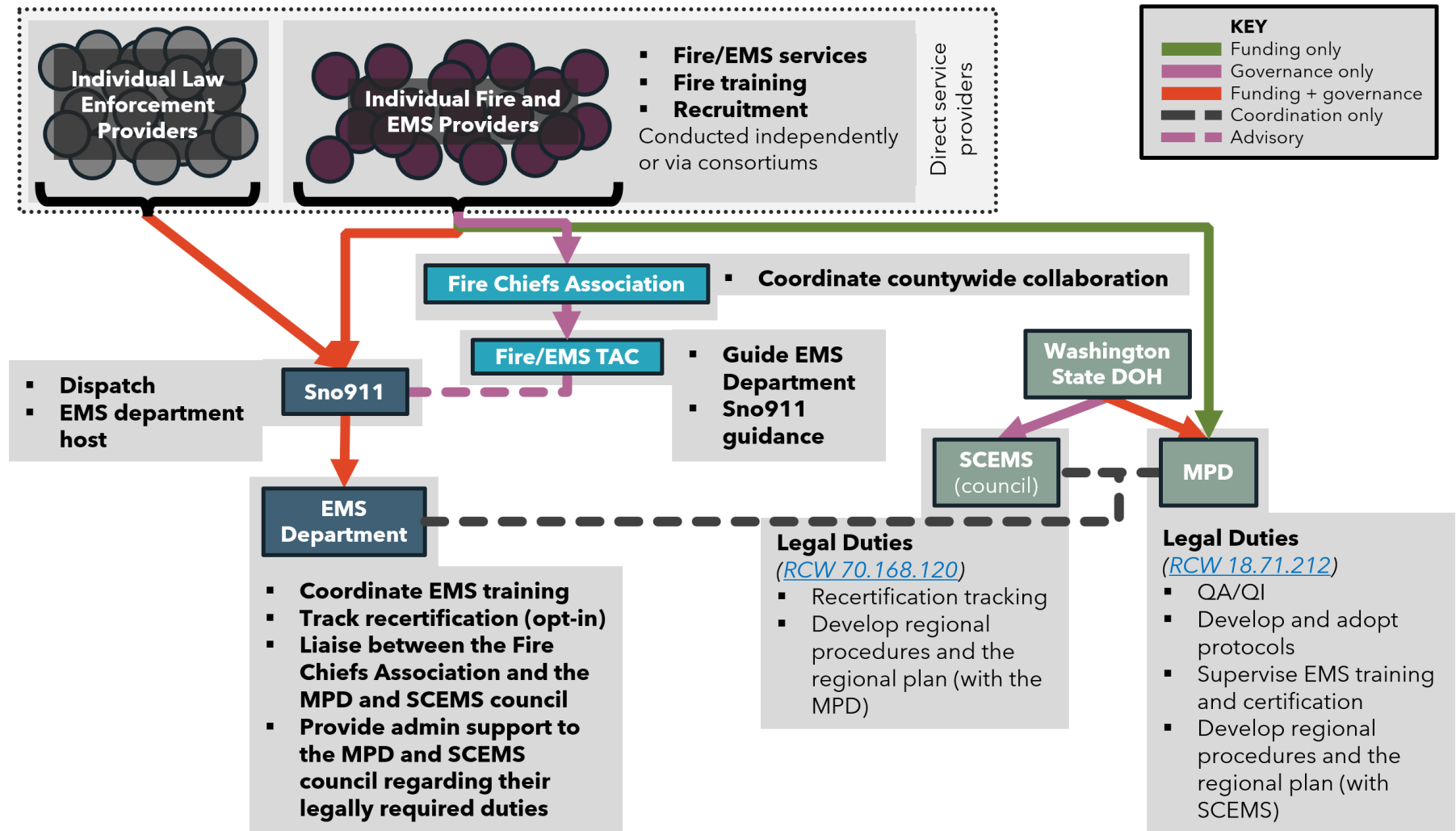
Exhibit 5 shows a sample budget development process for the Sno911 EMS Department, which would include input from the Fire Chiefs Association, the SCEMS Council, and the county MPD.

Exhibit 5. Sample Budget Development Process for Sno911 EMS Department



Source: Sno911, 2023; BERK, 2023.

Exhibit 6. Organizational Structure with EMS Functions Housed at Sno911

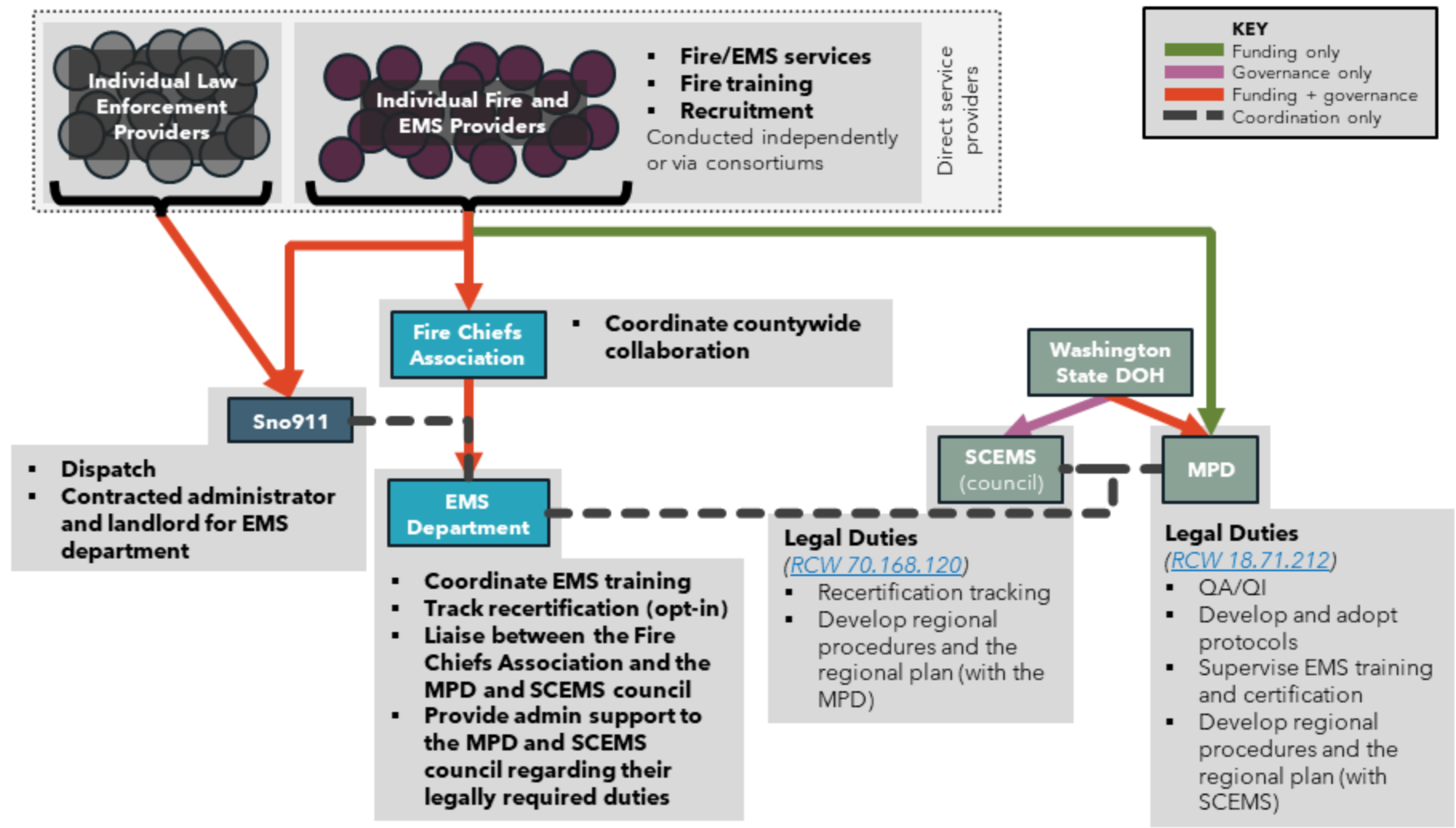


Source: BERK, 2023.

Alternate Option: EMS Functions at the Fire Chiefs Association

Exhibit 7 shows an alternate mid-to-long-term future organizational structure with EMS functions housed at the Fire Chiefs Association. This option would require substantial development of the Fire Chief's administrative functions.

Exhibit 7. Organizational Structure with EMS Functions Housed at the Snohomish County Fire Chiefs Association



Source: BERK, 2023.

Appendix A: Fire and EMS Provider Interview Summary

Overview

In June and July 2023, BERK Consulting conducted 21 interviews with representatives from fire and EMS providers and stakeholders in Snohomish County (which this document will collectively refer to as “interviewees” throughout this document for simplicity). The purpose of these interviews was to understand organizations’ perspectives on the current state of fire services and EMS provision in Snohomish County and to explore the benefits and challenges associated with potential greater collaboration among providers.

The purpose of this document is to transparently share what BERK Consulting heard through these interviews. In some cases, this document disaggregates input by small, medium, and large providers as appropriate. The all-stakeholder workshop on September 20 will build from this foundation to discuss recommendations for enhanced collaboration.

See the sidebar for a list of participating organizations. Organizations were invited to involve whichever staff they preferred in these interviews, with a recommendation to include one to three key stakeholders including Chief-level staff and someone directly involved in EMS oversight for the department.

Participating Organizations To-Date

- Camano Island Fire and Rescue
 - Everett Fire
 - Marysville Fire RFA
 - Mukilteo Fire Department
 - North County Fire RFA
 - Paine Field Airport Fire (via email)
 - Snohomish County Fire District (SCFD) 4
 - SCFD 5 (Sultan)
 - SCFD 15 (Tulalip Bay)
 - SCFD 16 (Lake Roesiger)
 - SCFD 17 (Granite Falls, includes SCFD 23)
 - SCFD 19 (Silvana)
 - SCFD 21 (Arlington Rural)
 - SCFD 22 (Getchell)
 - SCFD 24 (Darrington)
 - SCFD 25 (Oso)
 - SCFD 26 (Gold Bar/Sky Valley)
 - Snohomish County EMS/TC Council (SCEMS)
 - Snohomish County Fire Marshal
 - Snohomish Regional Fire & Rescue
 - South County RFA
-

High-Level Summary of Findings

The following bullets offer a high-level summary of the detailed findings presented in the following sections:

- **Collaboration should continue to increase.** There is consensus that collaboration within the county has improved significantly in recent years, and there was a high level of interest in additional future collaboration. Areas with the most interest include firefighter and EMT training, officer development, recruitment, and paramedic training.
- **The countywide EMS system needs significant improvement.** Many interviewees noted EMS provision has significant organizational challenges, especially in the face of external pressures, including population growth and social trends that are increasing demand for services. There was agreement around the absolute minimum role for SCEMS, rooted in legal requirements for the MPD and a local EMS/TC council, although opinions differed on discretionary roles for SCEMs. There was also agreement regarding the need to improve the effective functioning of the organization.
- **There are barriers to collaboration.** Many interviewees suggested that effective collaboration would require Chiefs, labor unions, and others to set aside their “egos” and bring an open mind. Many interviewees also recognize that other differences within the county and organizations, such as the rural or urban nature of a community or organizational funding structures, create legitimate challenges to collaboration.
- **Some level of consolidation is in the future.** When describing the future of collaboration among fire and EMS providers in the county, many interviewees noted that some level of consolidation will occur in the next 20 years, describing a future with fewer independent agencies – perhaps one, three, or less than 10.
- **Focus on the customer.** When interviewees described the principles that should guide decision-making around greater cooperation, most focused on the customer or end user, describing a desire to provide high-quality, efficient services to the Snohomish County community.

Detailed Findings

This document presents ideas in a roughly descending order of the frequency in which they were discussed by interviewees.

Current State

Fire Protection Services

Strengths

The primary strength that interviewees discussed is **existing collaboration among providers**. Most interviewees noted that providers across the county now work more collaboratively than in prior years. More than half of interviewees specifically referenced the impact that borderless dispatch has had on improving collaboration within the county, and several mentioned the positive impact of collaborative training efforts including the Fire Training Consortium (FTC), North County Joint Training Group (JTG), and others. Other areas of collaboration that some interviewees described included communications and information-sharing, joint incident response, wildfire response, collaborative recruitment among large providers, and some recent response standardization.

One interviewee expressed that an advantage to the current approach to collaboration is that some efforts, such as dispatch, are conducted countywide and others are tailored to providers' sizes, such as the FTC for larger providers and the JTG for smaller providers. One interviewee from a small agency noted that by maintaining separate organizations rather than consolidating, providers can offer a more direct opportunity to connect with their local taxpayers.

Multiple smaller providers specifically noted the successes of the Mechanics Consortium, the JTG, and the Force Protection Committee during the COVID pandemic. Other groups noted by interviewees included the Countywide Safety Officer Group, the fire prevention group, and swift water rescue group.

Other strengths. Other general strengths that interviewees noted about existing fire protection services included Sno911's new ticketing program for services, Compliance Engine for fire inspection and compliance, and the resources available within the county.

Opportunities for Improvement

Many interviewees described fire protection and prevention services in Snohomish County as generally functioning smoothly. Noted opportunities for improvement include:

- **Increased collaboration.** Several interviewees suggested that services could improve if providers continue efforts to improve collaboration.
- **Training.** While many interviewees noted that existing collaborative efforts within training are a strength of the county, several suggested that these efforts could be improved. Many suggested that more collaborative training and alignment around training content could strengthen services by creating more seamless responses during joint response to incidents. A few interviewees suggested that all training divisions should consolidate as a single unit, which could support more engagement from some providers who are not currently involved and would reduce duplication of efforts, while others suggested the importance of maintaining existing training bodies. One interviewee described the FTC as functioning "in name only" and another called it "a handshake agreement," indicating that there are opportunities to formalize the structure and functions of this regional body. Multiple

interviewees noted that full-time/career provider training through the FTC doesn't meet the scheduling needs of part-time and volunteer providers, who have constraints that may prevent them from participating in existing training opportunities. Another interviewee stated that the County has too many training sites now or in the works, and that they could be significantly better if resources and efforts were concentrated in fewer sites.

- **Standardization of protocols and equipment.** Several interviewees suggested that standardization of protocols, equipment, and potentially apparatus could offer bulk purchasing opportunities and support more seamless operations for joint response to incidents. Many interviewees noted that apparatus would be more challenging to standardize, with more agency-specific preferences, and one interviewee suggested that it would be helpful and potentially compelling to clarify the scale of potential cost-savings that could be obtained with greater alignment.
- **Costs and funding.** Some interviewees described that there are opportunities for providers to improve cost-savings. A few interviewees suggested that providers could reduce costs by collaborating more in administrative and financial functions, including grant-writing, web design, and IT. One interviewee suggested that providers could collaborate more with the County Department of Emergency Management regarding grant-writing. One mid-sized provider suggested that providers in the county should work to consolidate into fewer, larger departments to minimize overhead costs. One larger provider noted that smaller providers may not have as much funding to contribute toward collaborative efforts, and that while this interviewee noted that this is not the fault of smaller providers, it can lead to inequitable distribution of work and burnout for larger providers.
- **Other opportunities for improvement.** The following ideas were each suggested by just a single interviewee.
 - Dispatch should consider unit capabilities in addition to response times.
 - Resolve differences in response plans by jurisdiction.
 - Collaborate regarding firefighter hiring and testing.
 - Maintain a reference of equipment owned by each provider to create opportunities to lend equipment.
 - Rotate paramedics between smaller and larger providers to provide ongoing training and prevent burnout.
 - Coordinate special rescue, including water rescue.
 - Camano Island, which works with the dispatch center on Island County, suggested increased coordination between the two counties' dispatch centers, or possibly consolidation of the two.

Challenges in the Coming Five Years

Interviewees consistently noted three primary challenges for fire protection and prevention in Snohomish County:

- **Staffing**, including recruitment, retention, and “poaching” between jurisdictions.
- **Increasing call volumes** due to increasing population. One interviewee suggested that a nurse line or other models could divert some calls.

- **Funding and increasing costs**, including the 1% cap on property tax increases.

One interviewee from a small agency noted that transportation and travel distances is an ongoing challenge.

EMS

Strengths

Interviewees described the following strengths of the current state of EMS in the county:

- **High quality services.** Multiple interviewees noted that EMS providers in Snohomish County are well-trained and have a commitment to a high level of service.
- **Collaboration.** As with fire protection services, the county's borderless dispatch and mutual aid offers a high level of service.
- **Recent improvements in SCEMS.** Some interviewees also described some strengths of SCEMS, specifically noting recent improvements in the organization's functions and a progressive model of care. Some interviewees also expressed appreciation for the new Medical Program Director (MPD), Dr. Keay.
- **Other.** The following ideas were each suggested by just a single interviewee.
 - Providers communicate effectively and share resources.
 - Community Resource Paramedics (CRPs) have reduced the burden on fire response.

Opportunities for Improvement

Nearly all interviewees noted that there are significant opportunities for improvement to EMS functions in the county. Overall, many felt that EMS service delivery and training could benefit from greater centralization or systemization, especially given challenges and external forces. Suggestions include the following areas:

- **Training.** Several interviewees discussed ways that the current state of training EMTs and paramedics could improve, all focused on greater collaboration. Many suggested that providers should standardize training, and one interviewee suggested that increased communication could support better training. One small provider suggested that there should be a single coordinated source for all training, including both fire and EMS. Another small provider noted that smaller providers are not effectively able to participate in the FTC, and suggested increasing collaboration among large and small providers, potentially through having multiple academies each focused on meeting the needs of different-sized providers but all using the same standards and tests. Similarly, three small providers all highlighted the need for local-specific training that meets the needs of their communities.

Further, several interviewees noted that the training content provided on Target Solutions is inadequate and does not reflect regional needs. Most observed that the Target Solutions platform itself is unproblematic.

- **Provider alignment and standardization.** Several interviewees described various aspects of misalignment between providers, which reduces level of care for patients in mixed-jurisdictional responses. Examples include differences in apparatus, supplies, and response protocols. A few

interviewees also suggested that centralization of recertification processes could offer administrative efficiencies. As described above, many providers suggested that standardizing training across providers could support a higher level of care in the county.

- **Increase direct oversight by Fire Chiefs.** Three small providers suggested that there should be more Fire Chief oversight of SCEMS, and another interviewee suggested that all central EMS administration should be led by the Fire Chiefs Association. Similarly, one interviewee suggested that there should be more Fire Chief oversight of dispatch. However, other interviewees suggested that the Fire Chiefs should relinquish some control to the MPD who is focused solely on EMS and best able to leverage countywide data to inform continuous improvement efforts.
- **Alternative pre-hospital care models.** Some interviewees suggested that the county could address increasing call volumes by developing alternative pre-hospital care models such as alternative destinations for noncritical patients, a Community Resource Paramedic (CRP) program, or nurse lines.
- **ProQA dispatch for ALS units.** Some interviewees noted that the current dispatch model under ProQA over-sends ALS units, which further strains resources. One interviewee suggested that the current system designed around dual-medical units exacerbates staffing challenges, and that a shift to single-medical units could offer a higher level of care within the constraints of the current paramedic shortage.
- **EMS levy.** Some interviewees suggested that a countywide EMS levy could help improve and systemize EMS services, while others noted that this is politically infeasible.
- **MPD role.** Two interviewees suggested that the MPD should not serve in oversight of individual fire departments as this could create conflicts of interest.
- **Other opportunities for improvement.** The following ideas were each suggested by just a single interviewee.
 - Consider strategically distributing paramedics across the county to best meet demand.
 - Improve communication between providers.
 - Expand BLS scope of practice to address the paramedic shortage.

SCEMS

Interviewees described several ways in which SCEMS could improve.

- **Clarify leadership, accountability, and oversight.** Multiple interviewees noted that they do not have clarity about who leads SCEMS, whether it's self-directed or led by the Fire Chiefs. Multiple interviewees suggested that the Fire Chiefs should be more involved, while another suggested that the MPD should have more authority in decision-making with more limited, high-level involvement from the Chiefs. Some interviewees suggested that there is no real operational oversight in the current state of SCEMS, and others suggested that a lack of accountability at SCEMS leads to delays in task completion.
- **Address inefficiencies.** Several interviewees described aspects of organizational issues and inefficiencies at SCEMS, including issues with timeliness, outdated processes, and duplicated effort with providers rather than oversight.

- **Clarify role.** Some interviewees noted that they do not understand what SCEMS is supposed to do.
- **Funding.** Some interviewees noted that Snohomish County doesn't have a county EMS system, and that SCEMS relies on volunteer work.
- **Variation in experiences between departments.** One small provider noted that some policies and procedures that SCEMS develops do not reflect resource levels at small providers, and another small provider suggested that the MPD and SCEMS do not give equal consideration to all departments. One mid-sized provider and one large provider noted that small departments receive significantly more benefit from SCEMS, which is predominantly funded by large providers.
- **Quality assurance.** A few interviewees suggested SCEMS's quality assurance platforms could improve.
- **Feedback on the MPD's role.** One interviewee noted that they are unclear of SCEMS's relationship with the MPD. Another expressed dissatisfaction that some providers have relationships with the MPD, while others do not. Another interviewee noted that the MPD's workload is too large for a single person to manage.

Challenges in the Coming Five Years

Interviewees noted several of the same challenges for EMS as described in the fire section: **staffing**, **increasing call volumes**, and **funding and increasing costs**.

Additionally, several interviewees noted that long **hospital wait times** increase fire department staffing challenges.

Other challenges. The following ideas were each noted by just a single interviewee.

- Limited space in nearby paramedic training programs.
- Potential for another pandemic.
- Lack of a central EMS director other than the MPD.
- Increase in multifamily buildings within the county.
- Residents calling 911 for nonemergent issues.

Desired Future State

This section describes interviewee input regarding a future state for the fire and EMS landscape in Snohomish County, including potential increased cooperation, the future of SCEMS, and potential functions for cooperation.

Increased Cooperation

Guiding Principles, Pace of Change, and 20-Year Vision

When describing the future of collaboration among fire and EMS providers in the county, most interviewees noted that some level of consolidation will occur in the next 20 years. Several interviewees noted that they expect the county to have a single fire and EMS provider, while several others anticipated that there will be a few providers. Several also described other aspects of their desired future of fire and EMS services, including embracing new technologies, sharing information, and focusing on health and wellness.

When interviewees described the principles that should guide decision-making around greater cooperation, most focused on the customer or end user, describing a desire to provide high-quality, efficient services to the customer. Several interviewees noted the importance of financial feasibility of collaboration, while one interviewee suggested that financial savings should not be the sole or primary measure of effectiveness of collaboration. Several interviewees also emphasized the need for an equitable voting structure, and some also discussed the importance of having a shared vision or goal.

A few interviewees suggested focusing on a specific topical focus area, including SCEMS and training, as the guiding vision for cooperation.

Benefits

All interviewees noted that cooperation is important and could offer significant benefits. The most commonly described benefits include:

- **Reduced inefficiencies and redundancies.** Greater collaboration could reduce or eliminate the instances in which two agencies conduct duplicative work.
- **Improved service.** This could include more reliable staffing of specialty teams, additional resources available to smaller providers, additional support for the county's EMS system, and shared customer expectations.
- **Seamless operations.** This includes a minimized need for negotiations and agreements and increased mutual understanding about the unique needs of each organization's geography and community. One small provider noted that this could ease the way for future consolidation.

One interviewee also noted that through collaboration, providers could collaborate to dedicate a staff position focused on a specific function such as professional development or succession planning that individual agencies could otherwise not afford.

Barriers and Concerns

When describing the potential barriers to or concerns with collaboration, the most frequently discussed idea focused on “egos,” “kingdoms,” and strained or challenging interpersonal relationships. Many interviewees suggested that effective collaboration would require Fire Chiefs to set aside their “egos” and bring an open mind.

Other barriers described include:

- **Political barriers with elected officials.** Several interviewees described that some elected officials would struggle with the decrease in local control that could come with greater collaboration.
- **Lack of homogeneity across the county.** Several interviewees described the challenges of collaborating across organizations with different community types (e.g., rural, suburban, and urban), organizational cultures, and staffing and deployment models.

SCEMS

Desired Roles

Unsurprisingly, there was broad agreement around SCEMS' minimum role, which is rooted in legal requirements for the MPD and a local EMS/TC council. This includes protocol development, QA/QI, certification of EMS professionals, and broad oversight of EMS services in the county.

Beyond these minimum roles, there was variation in whether SCEMS should have other roles. Some wanted to see SCEMS's role capped at this minimum, whereas some providers felt that SCEMS should also take a larger role in training and ongoing education and recertification, including helping departments build better training and supporting standardization across providers. One interviewee suggested that SCEMS should not support training and that the county should instead have a single organization that facilitates both fire and EMS training. Some agencies currently rely on SCEMS for tracking recertifications, and others do this work in-house.

Some interviewees noted that the MPD's work is more than a single person can reasonably handle, and that staffing for SCEMS may need to increase as the county's population has increased.

Other less commonly noted ideas for SCEMS's role included developing countywide data standards and reviewing data; supporting group purchasing; and helping to develop alternative care/crisis response in the county.

Desired Future

Interviewees' perspectives on the future of SCEMS varied.

- Some interviewees expressed dissatisfaction with SCEMS and suggested that it should not exist, should remain small, or should exist only to serve its legal requirements. Some of these interviewees suggested that instead of having an EMS council, a single individual such as the MPD or the MPD and delegates could provide the necessary functions.
- Others wanted to see SCEMS grow its administrative capacity, creating a more robust countywide EMS system.
- Some suggested that SCEMS should be reconsidered from the ground-up and undergo a full restructure to best meet county needs.

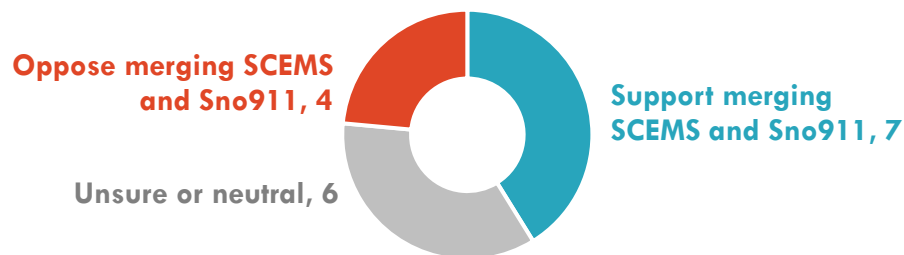
Funding and Administration

Ideas varied for how to fund SCEMS. Some interviewees suggested that SCEMS should have funding separate from the Fire Chiefs, others suggested that it should be funded similarly to how Snohomish County 911 (Sno911) is funded, and yet others suggested countywide funding such as an EMS levy.

Perspectives on whether SCEMS should be merged with Sno911 also varied, as shown in Exhibit 8. Those who supported the merge noted that they appreciate the Sno911 funding model and that Sno911 has the infrastructure to support SCEMS, including physical space, administrative support, operational oversight, and a data analyst. Of those who oppose the merge, three had the opinion that EMS is a substantively different function than dispatch and two cited operational inefficiencies at Sno911, especially the number of committees and the size of its Board. One interviewee who favored separating EMS oversight from the Fire Chiefs felt that Sno911 would not be sufficiently distant.

Other suggestions on where to house SCEMS included at a fire training consortium; with a Snohomish County department such as the Department of Emergency Management or Human Services Department; or with the Snohomish County Fire Chiefs Association.

Exhibit 8. Perspectives on Merging SCEMS with Sno911



Source: BERK, 2023.

Potential Functions for Cooperation

The BERK team presented interviewees with a list of 12 potential areas for greater collaboration and asked interviewees to describe whether they were supportive of, neutral to, or opposed to cooperation in each area. Overall, there was a high level of interest in collaboration, and many interviewees noted existing collaboration in these areas. Many interviewees expressed interest in increased cooperation in *all* functional areas. A larger proportion of small providers expressed neutrality to or concerns with collaboration than other interviewees. Mid-sized providers had the highest level of support for collaboration. Many interviewees noted the value of collaboration in some of these areas.

The following sections describe interviewee feedback on the areas for collaboration. Topics are grouped according to level of interest.

Most interest

- **Firefighter and EMT training.** Several providers of all sizes noted that this is a significant opportunity, with many describing collaborative training as a foundation for increasing collaboration in other areas. Some noted that there is significant existing collaboration via regional consortiums. A few providers of all sizes suggested training at a countywide level, including regional EMT training.
- **Officer development.** Many interviewees grouped officer development with general training needs as described above. One interviewee suggested building an associate degree program with a local community college.
- **Recruitment.** Several providers of all sizes suggested that coordinated recruitment should be a priority. Some suggested that greater collaboration, such as creating a “farm league system” could support large and small providers alike, and some suggested that recruitment should happen on a

countywide level with shared testing and a shared hiring pool. Some interviewees noted that this kind of collaboration could reduce duplication of efforts by hiring agencies and create efficiencies for applicants.

- **Paramedic training.** Some small and medium providers would like to see Snohomish County-based paramedic training. Some larger interviewees noted that efforts to do so have been challenging in the past and that the Paramedic Training Program at Harborview and other options suffice. Some described coordinated allocation of limited spaces in the Harborview program as an opportunity.

Some interest

- **Equipment standards and purchasing.** A few interviewees noted that recent changes in standard laws have made this a relatively low-barrier option. One interviewee suggested that cooperative purchasing language should be used in all contracts. One interviewee suggested a shared warehouse through which providers could acquire equipment, rather than independently bargaining with vendors. Many interviewees referenced the benefits of the coordinated regional purchasing that occurred during the COVID pandemic and noted that many contracts now allow joint purchasing. Additional information-sharing and coordination would be needed to take full advantage of these opportunities.
- **Alternative care/crisis response.** Multiple interviewees noted this as high-priority area for collaboration as a potential option to meet increasing demand for EMS services. Some noted that many providers are currently attempting to make progress in this area, though with different approaches. A few small providers suggested that all providers could work with a shared community paramedic. Several small providers noted that a countywide community paramedic would not offer the personal touch that is important to their community, though some noted that this might be mitigated by having consistent staffing in a regional Community Resource Paramedic program.
- **Special operations.** Multiple interviewees noted that this work is already happening, and some noted it as a top priority. Some interviewees noted that different communities have different needs, such as swift water rescue, and some noted that special operations work is expensive to do separately. One interviewee cautioned against conducting special operations and suggested instead seeking support from the City of Seattle for incidents that require a special operations response given that these events occur infrequently.
- **Shared officer and/or decision-making during stressed operations.** Multiple interviewees described the strengths of existing collaborative work in this area, including the East County Co-Responder. Another interviewee expanded this idea to suggest more collaboration around emergency management.

Least interest

- **Fire prevention.** Few interviewees expressed a high level of interest in this opportunity, with others noting that fire prevention information must reflect local code. The Snohomish County Fire Marshal does some of this work countywide already. One small provider expressed a disinterest in this option as they prefer to offer local customer service.
- **Fleet.** A few interviewees noted that this would be highly challenging but could offer cost savings. One interviewee noted that increased collaboration in training could facilitate more standardization

in fleet needs. Another noted that it would be helpful to understand the potential cost savings, which might persuade agencies to collaborate on aligned apparatus specs, with some modification allowed.

- **Research and development.** Few interviewees discussed this option in depth. One small provider noted that it can be costly to participate in countywide research and development.
- **Administration and data.** Few interviewees expressed an interest in shared administration. Some interviewees noted that increased collaboration around data analysis could offer benefits, and that large providers that have more resources to allocate to data analysis could support smaller providers in this way.

Other areas suggested

One interviewee suggested that providers could address challenges with mental and behavioral health for members, such as PTSD, at a regional level.

Stakeholder Interview Questions

Fire Protection Services in Snohomish County (5-10 mins)

3. What is working well in the current state? What could improve?
4. What challenges do you foresee in the coming 5 years?

Emergency Medical Services in Snohomish County (5-10 mins)

5. What is working well in the current state? What could improve?
6. What challenges do you foresee in the coming 5 years?

Snohomish County EMS (10-15 mins)

7. What roles should SCEMS play now? What roles should SCEMS grow into over time?
8. How would you envision financing SCEMS to support stability/sustainability?
9. There's been some interest in merging SCEMS with Sno911 so that Sno911 could provide SCEMS with administrative support functions. This could also lead to a change in SCEMS' governance model and financial support model. Would are your thoughts about exploring this further?

Potential Enhanced Regional Cooperation (20-25 mins)

10. What are your thoughts about greater collaboration among fire and EMS providers, including potential benefits, concerns, and barriers?
11. For each function listed below, identify whether you'd be (1) supportive of enhanced cooperation, (2) neutral to enhanced cooperation, (3) opposed to enhanced cooperation. Why?
12. What principles should guide decision-making around greater regional cooperation? What would be a desirable pace of change?
13. If you look 20 years into the future, what would you like to see in terms of collaboration and coordination among Snohomish County fire and EMS providers?

Functional Areas		Organizations that could Potentially Support Enhanced Collaboration
▪ Alternative care/crisis response ▪ Fire prevention ▪ Firefighter and EMT training ▪ Fleet ▪ Paramedic training ▪ Equipment standards and purchasing ▪ Officer development	▪ Research and development (e.g., pilot projects or a shared countywide focus on an area for improvement) ▪ Recruitment ▪ Shared officer and/or decision-making during stressed operations ▪ Special operations ▪ Other?	▪ Community colleges ▪ Fire Training Consortium ▪ Law enforcement ▪ North County Joint Training Group ▪ Snohomish County 911 ▪ Snohomish County EMS ▪ Snohomish County Fire Chiefs Association ▪ Special Operations Policy Board ▪ Other?

Appendix B: Summary of All-Stakeholder Workshop

Overview

On September 20, 2023, the Fire Chiefs Association hosted a workshop for all fire and EMS stakeholders in Snohomish County regarding the feasibility study of collaborative fire & EMS service delivery in Snohomish County. The meeting occurred over a period of three hours in the auditorium of Snohomish County 911's (Sno911) future facility in Everett. Brian Murphy and Julia Tesch from BERK Consulting, the firm supporting the study, facilitated the meeting.

Prior to the meeting, BERK distributed two documents to participants, also available on [Sno911's website](#):

- **Summary of stakeholder interviews** that BERK conducted in June and July 2023 with representatives from fire and EMS providers and stakeholders in Snohomish County.
- **Summary of draft recommendations for enhanced countywide collaboration** that the Fire Chiefs Association's E-Board developed with support from BERK Consulting.

This was not a decision-making meeting. The purposes of the meeting were:

1. Gather input on draft recommendations from all fire and EMS stakeholders in the county.
2. Provide an opportunity for stakeholders to understand the perspectives of other stakeholders.

Agenda

Time	Item	Lead(s)
11:05 am – 11:10 am	Welcome	Chief Kraski (North County)
11:10 am – 11:20 am	Introductions, meeting objectives and agenda, project overview	Brian Murphy and Julia Tesch (BERK Consulting)
11:20 am – 11:40 am	Current state and recommendations presentation	Brian, Julia, Chief Andrews (District 26) and Chief DeMarco (Everett)
11:40 am – 12:05 pm	Break and organizational huddles	N/A
12:05 pm – 1:15 pm	Recommendations activity	All
1:15 pm – 1:50 pm	Closing roundtable comments	One person per organization
1:50 pm – 2:00 pm	Conclusion	Brian and Julia

Attendees

At least one representative from each of the following organizations attended the workshop.

Fire and EMS Providers

- Camano Island Fire and Rescue
- District 4
- District 5 (Sultan)
- District 17 (Granite Falls, inc'l Dist. 23)
- District 19 (Silvana)
- District 21 (Arlington Rural)
- District 22 (Getchell)
- District 24 (Darrington)
- District 26 (Gold Bar/Sky Valley)
- Everett Fire Department
- Marysville RFA
- Mukilteo Fire Department
- North County RFA
- Paine Field Airport Fire
- Snohomish Regional Fire and Rescue (SRFR)
- South County RFA

Other Stakeholders

- Snohomish County Medical Program Director (MPD) (Dr. Keay)
- Snohomish County EMS (SCEMS)
- Snohomish County 911 (Sno911)

Not in Attendance

The following organizations were also invited to the meeting but did not attend.

- District 15 (Tulalip Bay)
- District 16 (Lake Roesiger)
- District 25 (Oso)
- District 27 (Hat Island)
- Everett Community College
- Snohomish County Fire Marshal

Notes

Welcome and Introductions

The meeting began with a welcome from Chief Kraski of North County Fire. BERK then presented an overview of the meeting objectives and agenda and a recap of the project process.

Current State and Recommendations Presentation

BERK delivered a presentation about the current state of fire and EMS in Snohomish County and the draft recommendations. See Sno911's website for a document that details these draft recommendations and for the slides that supported this presentation. Chief Andrews of District 26 spoke in support of Priority 1 and Priority 2 recommendations, and Chief DeMarco of Everett Fire Department spoke in support of the Priority 3 recommendations.

BERK answered some clarifying questions about each of the recommendations during this time.

Organizational Huddles

Following the presentation of the recommendations, participants spent approximately 25 minutes with other participants from their organizations to determine their organization's level of support or opposition for each component of the recommendations. Each organization indicated their perspectives in a shared online platform. See the **Recommendations Activity Results** for the full results of this activity.

Recommendations Discussion

Following the organizational huddles, BERK facilitated discussion among the full group of participants about the recommendations, focusing the conversation on the recommendations for which the greatest number of participants had indicated concerns. The following sections summarize the discussions around concerns and suggestions for improvements.

Draft Vision for a Desired Future

See the first image in the section **High-Level Feedback** in the final section of this appendix for the full results.

All participants agreed with the draft Vision for the desired future.

Priority 1. Strengthen the Systems that Support EMS

See the section **Priority 1. Strengthen the Systems that Support EMS** in the final section of this appendix for the full results.

Recommendation 1A. Rebuild and restructure SCEMS to be an effective organization that can perform as desired, AND recommendation 1B. Focus the roles of SCEMS and the MPD on (1) conducting QA/QI that ties to protocol development and ongoing training and (2) coordinating the establishment of EMT training standards and training delivery.

Recommendations 1A and 1B are closely related and so were discussed together. For recommendation 1A, eleven participants indicated they support the recommendation as-is or with minor changes and seven participants (Camano Island, District 4, District 5, District 19, District 22, District 24, and South County) indicated that they would like to see significant changes. For recommendation 1B, one participant (South

County) indicated that they would like to see significant changes and all other participants indicated they support the recommendation as-is or with minor changes. The MPD and the SCEMS Chairperson noted that while the described role for SCEMS is small and focused on statutory functions only, it provides a starting point for the Board and organization to increase its effectiveness.

- **Suggestion:** District 4 expressed concern with specifically referencing SCEMS and Sno911 in recommendation 2A, as it offers little flexibility for organization structures for countywide EMS functions. District 4 asked whether Sno911 is the best long-term home for supporting EMS functions and other collaborative efforts that could benefit from administrative support, such as the Fire Training Consortium or collaborative equipment purchasing, and suggested considering other long-term options that could support all of these efforts.
 - **Next step:** BERK and the E-Board will consider this input and bring forward refined recommendations.
- **Concern:** District 4 and District 22 expressed confusion about the organizational relationships between the SCEMS Board, Sno911, and the Fire Chiefs Association under recommendation 2A and requested additional clarity around the hierarchy and roles of each organization.
 - **Next step:** BERK will develop a more robust organizational chart that clarifies the relationships among these groups and bring to the E-Board for review.
- **Suggestion:** The SCEMS Chairperson suggested that the SCEMS Board should both supervise and pay for delegate physicians.
 - **Next step:** BERK and the E-Board will consider this input.
- **Question:** One provider asked if Sno911 has capacity to support potential future growth of SCEMS.
 - **Response:** Sno911 confirmed that it has capacity to support a larger SCEMS.

Priority 2. Expand Coordination for Fire Training

See the section **Priority 2. Expand Coordination for Fire Training** in the final section of this appendix for the full results.

Recommendation 2A. Establish a committee under the Fire Chiefs to develop training parameters, a shared curriculum, and metrics for FF 1 and FF 2 training curriculum in line with IFSAC standards and county-level expectations AND recommendation 2B. Deliver training through multiple venues, including existing training consortiums, with participants obtaining credit for FF 1 training completed via any Snohomish County venue. This will include venues coordinating timing of training delivery and using IFSAC evaluators during testing.

Recommendations 2A and 2B are closely related and were discussed together. All participants indicated they support recommendations 2A as-is or with minor changes. For recommendation 2B, eleven participants indicated they support the recommendation as-is or with minor changes and six participants (Camano Island, District 5, District 19, District 22, District 24, and South County) indicated that they would like to see significant changes.

- **Concern:** District 22 expressed concern that delivering fire training at a shared county level would increase costs for smaller agencies that currently provide training through lower-cost means and

suggested including the development of a funding mechanism to enable all training providers to meet the agreed-upon standard.

- **Next step:** BERK will propose adding the following to recommendation 2A: “Agreed-upon training parameters must meet the financial needs of providers.”
- **Concern:** District 22 expressed doubt that larger agencies would be willing to accept training conducted at smaller agencies and suggested that repeat training can improve a member’s skills.
 - **Next step:** BERK recommends no change to recommendations. The purpose of recommendation 2A is to develop parameters that are agreeable to all providers.
- **Concern:** South County asked why EMS training was not included in this recommendation.
 - **Next step:** BERK recommends no change to recommendations. EMS training is included in Priority 1: Strengthen the Systems that Support EMS, and few stakeholders expressed interest during the interviews in merging the two types of training.

Recommendation 2C. Full-time providers offer opt-in training opportunities for members countywide to mitigate training costs for part-time and volunteer providers.

For recommendation 2C, one participant (South County) indicated that they would like to see significant changes and all other participants indicated they support the recommendation as-is or with minor changes. Given the relatively high level of support for this recommendation, we did not discuss this as a group.

Recommendation 2D. Providers continue to provide "finishing" training and culture-building after members complete baseline Firefighter 1 or Firefighter 2 training.

All participants indicated they support recommendation 2D as-is or with minor changes. Given the unanimous support for this recommendation, we did not discuss this as a group.

Priority 3. Coordinate Recruitment

See the section **Priority 3. Coordinate Recruitment** in the final section of this appendix for the full results.

Recommendation 3A. Full-time providers raise awareness of employment opportunities at part-time providers.

All participants indicated they support recommendation 3A as-is or with minor changes. Given the unanimous support for this recommendation, we did not discuss this as a group.

Recommendation 3B. Establish an interlocal agreement so that a provider that acquires a member from another provider in less than an agreed-up length of time reimburses the original provider for a prorated portion of that member's training costs.

For recommendation 3B, nine participants indicated they support the recommendation as-is or with minor changes, four participants (District 5, Marysville, South County, and North County) indicated that they would like to see significant changes, and two participants (District 17 and District 22) indicated that they oppose this recommendation.

- **Concern:** Marysville expressed concern that if they were faced with selecting between two potential hires, one of whom is from another Snohomish County provider and one of whom is not, the requirement to reimburse training costs for the former would sway their hiring decision.

- **Next step:** BERK recommends no change to recommendations. In both cases, the hiring provider would have to invest in training – in the former case as a reimbursement and in the latter as a direct investment.
- **Concern:** District 17 noted that many of their candidates pay for their own training and questioned the feasibility of a payback program.
 - **Next step:** BERK recommends no change to recommendations. The recommendation includes the option to reimburse individuals rather than providers for the cost of training.
- **Suggestion:** District 4, District 22, and Everett suggested that one non-monetary option to provide benefit to smaller providers would be for providers to give some measure of preference to applicants from providers in Snohomish County during the competitive hiring process.
 - **Next step:** BERK recommends no change to recommendations. The E-Board had previously discussed this option and determined that it is unfeasible due to nondiscrimination requirements in labor agreements.
- **Concern:** District 17 and District 22 noted that the other benefits of coordinating recruitment outweigh the potential benefits of receiving a monetary reimbursement.
 - **Next step:** BERK and the E-Board will consider this input and bring forward refined recommendations.
- **Suggestion:** South County suggested compensation for equipment such as bunker gear.
 - **Next step:** BERK and the E-Board will consider this input and bring forward refined recommendations.

Recommendation 3C. After building out standardized FF 1 training (see Priority 2), coordinate recruitment countywide, including a shared recruitment timeline and a single recruitment platform with a shared pool of candidates and "draft" model.

For recommendation 3C, eleven participants indicated they support the recommendation as-is or with minor changes and four participants (District 5, District 19, District 22, and District 24) indicated that they would like to see significant changes. We did not discuss this as a group.

Recommendation 3D. Accommodate part-time and volunteer work across agencies as possible.

For recommendation 3D, twelve participants indicated they support the recommendation as-is or with minor changes, two participants (District 4 and District 5) indicated that they would like to see significant changes, and one participant (District 17) indicated that they oppose this recommendation. We did not discuss this as a group.

Priority 4 (as feasible). Advance Other Collaborative Efforts

See the section **Priority 4 (as feasible). Advance Other Collaborative Efforts** in the final section of this appendix for the full results.

No participants indicated that any of the Priority 4 recommendations should be prioritized equal to or above the top three priorities. Among the Priority 4 recommendations, there was significant interest in officer development.

Order of Prioritization

See the second image in the section **High-Level Feedback** in the final section of this appendix for the full results.

Some participants (including South County, District 5, and District 22) advocated for prioritizing recruitment as the top priority. These participants noted that recruitment is a major challenge today and is anticipated to become a greater challenge in the future.

BERK asked the full group to have one representative from each stakeholder raise their hand if they would prioritize recruitment above the other priorities. Seven out of the 19 participating stakeholders indicated they would support this change.

Closing Roundtable

At the conclusion of the meeting, one attendee from each participating organization shared brief concluding remarks. The content of these remarks are summarized below. The representative from District 21 had to leave the meeting early and did not participate in this activity.

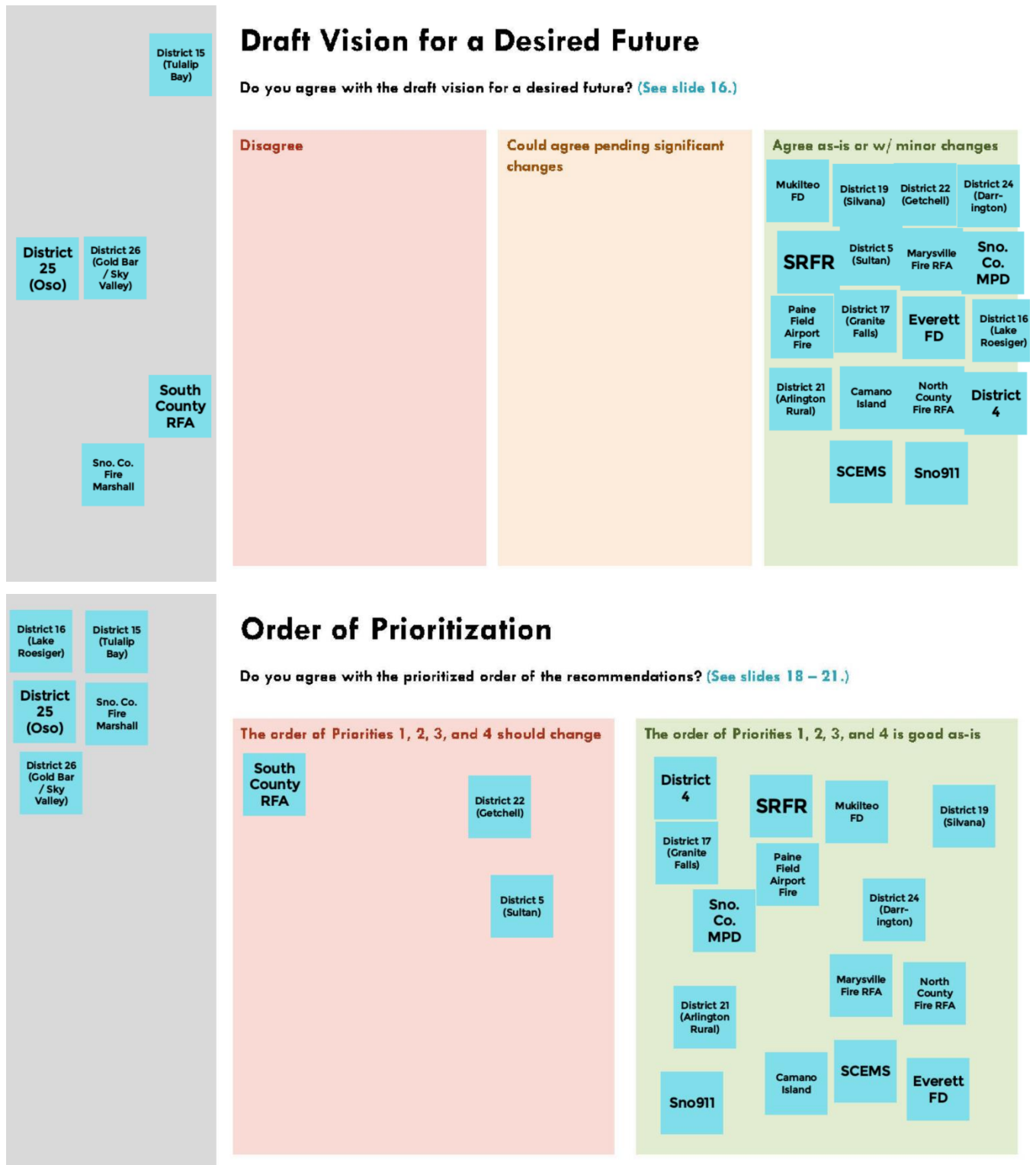
- **District 24 (Darrington).** Appreciate the collaborative effort and ideas. A concern is implementation – don't want to see a big heavy push that falters when the rubber meets road.
- **Everett Fire Department.** Support all ideas with minor changes. We have a huge group coming together that wants change. That's great, and the devil is in the details. We will need small groups to advance this.
- **MPD (Dr. Keay).** Heard about a lack of clarity of functions and expectations for EMS in the county. We need to establish parameters and elevate EMS as a county – and this could be a recruitment draw. Haven't heard discussion of "accountability" today and need to build it into this work.
- **Sno911.** Sno911 would bring physical space, IT, and other administrative support to support SCEMS. We need to clarify the role/function of SCEMS, and strategic planning will be important to that. With respect to recruitment, hope that attendees will not forget about Sno911, as Sno911 has dispatchers who transition to work in police or fire and would love to see career transitions go the other direction as well.
- **District 4.** SCEMS is the strategic part of our EMS as a county. EMS and fire training are both part of training and should be integrated in our thinking. Need to advance work in all four priority areas.
- **District 22 (Getchell).** Thanks to all who did this. Need to keep up momentum. Is overall supportive despite having been in the 'not agree' category at some points during the recommendations activity.
- **Paine Field Airport Fire.** This is as far as I've seen collaborative efforts go anywhere in the country. We all have our territory that we're protective of, but we can't think about it in that way. Instead of asking, "am I getting everything I need?" we have to ask, "Can I live with this?" Even if it's not everything we want as individuals, we should support if it's a good small step.
- **District 19 (Silvana).** I think this is wonderful and we should keep this moving. We learned from COVID days that we are stronger together. I like that the bigger departments are concerned about the smaller depts in the room – it hasn't been this way in the past.

- **District 26 (Gold Bar/Sky Valley).** My answer to all these problem statements is consolidation. If we were even three agencies as a county, we'd be stronger in many of these areas. We should advance consolidation now as it would advance everything we're talking about.
- **SCEMS.** Thanks. My takeaway is that we can do better under the model we're talking about today.
- **North County RFA.** Agree with District 26 that consolidation is the way to go. An ongoing challenge is recognizing costs and benefits to for-profit and nonprofit entities in the system. Also need to start with low-hanging fruit, e.g., determine standard bunker gear, and need to fix SCEMS.
- **District 5 (Sultan).** Support every item proposed here today. Some of the major changes needed will require more in-depth conversation. Have collaborative “hat” on.
- **District 17 (Granite Falls, inc'l Dist. 23).** Appreciate that this meeting is happening. Believe that recruitment and EMS are serious concerns. Didn't talk about officer development today – very difficult to find solutions for this, especially since King County dropped their program. We're super excited to be a part of this. Need to keep going.
- **Camano Island Fire and Rescue.** Thank you for having us. What you do will affect us. We identified some things that aren't working during recent joint response calls and see the importance of greater collaboration and alignment.
- **South County RFA.** Honored to be here as an individual and representative of South County Fire. A good investment of our time, though just a start. South County Fire is in, and we're excited to see what's next.
- **Mukilteo Fire Department.** We support all priorities. Where you start is less of an issue. Agree with District 26 that consolidation is the path forward. Wish elected officials could see the problems we face.
- **Marysville RFA.** We're all in on seeing this all the way through to the finish. Excited to collaborate with part-time agencies.
- **SRFR.** Let's not let “great” get in the way of “good.” Need to focus on SCEMS first.

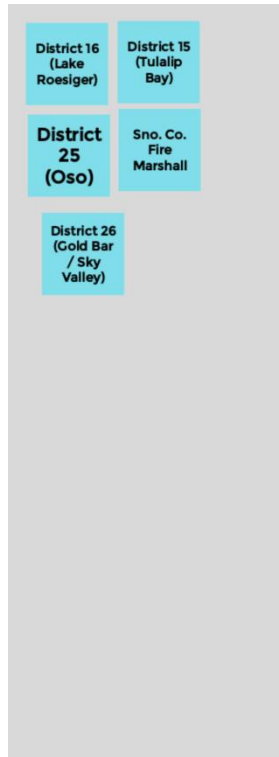
Recommendations Activity Results

The following images show the results of the group's engagement in the recommendations activity.

High-Level Feedback



Priority 1. Strengthen the Systems that Support EMS



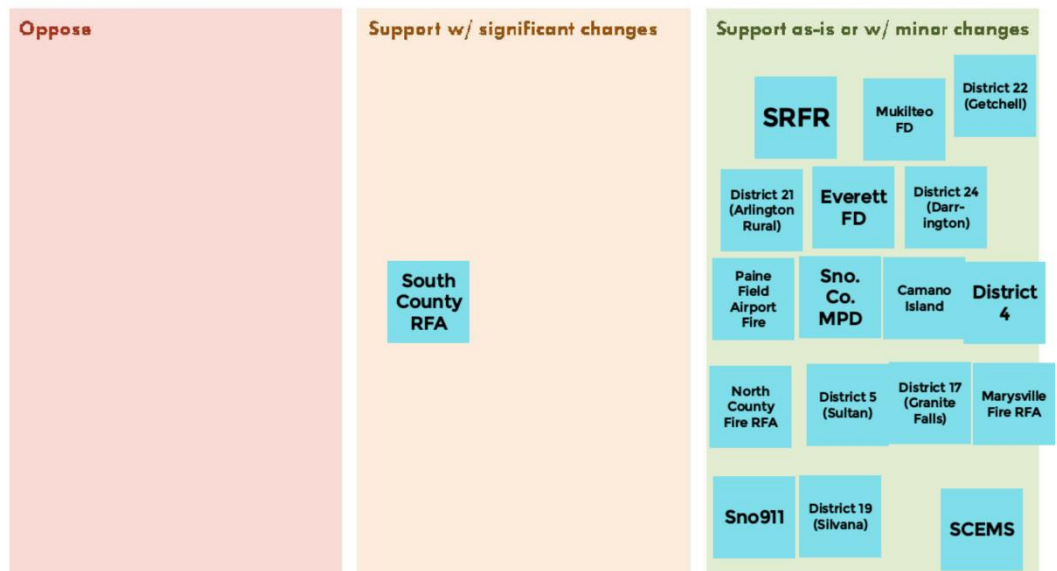
Priority 1: Strengthen the systems that support EMS

A. Rebuild and restructure SCEMS to be an effective organization that can perform as desired, including (a) integrating SCEMS into Sno911; (b) establishing a strong leader; (c) establishing roles and responsibilities, and (d) developing a strategic plan. (See slide 18.)

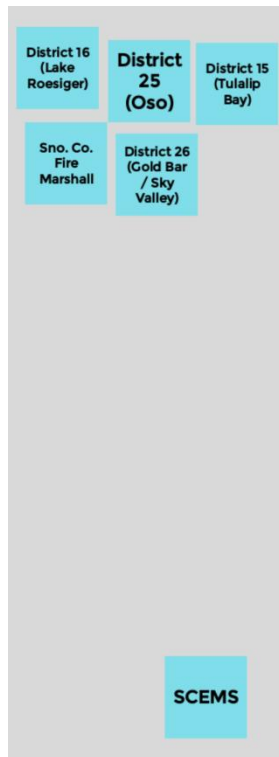


Priority 1: Strengthen the systems that support EMS

B. Focus the roles of SCEMS and the MPD on (a) QA/QI that ties to protocol development and ongoing training, and (b) coordinating the establishment of EMT training standards and coordinating training delivery. (See slide 18.)

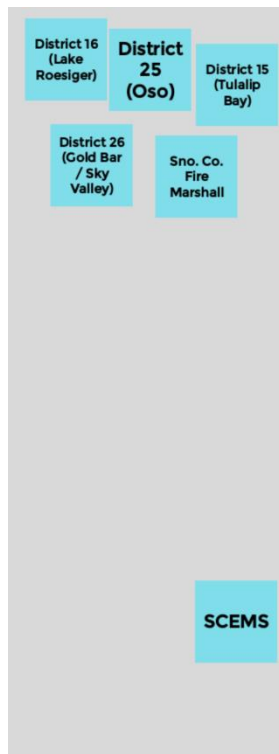
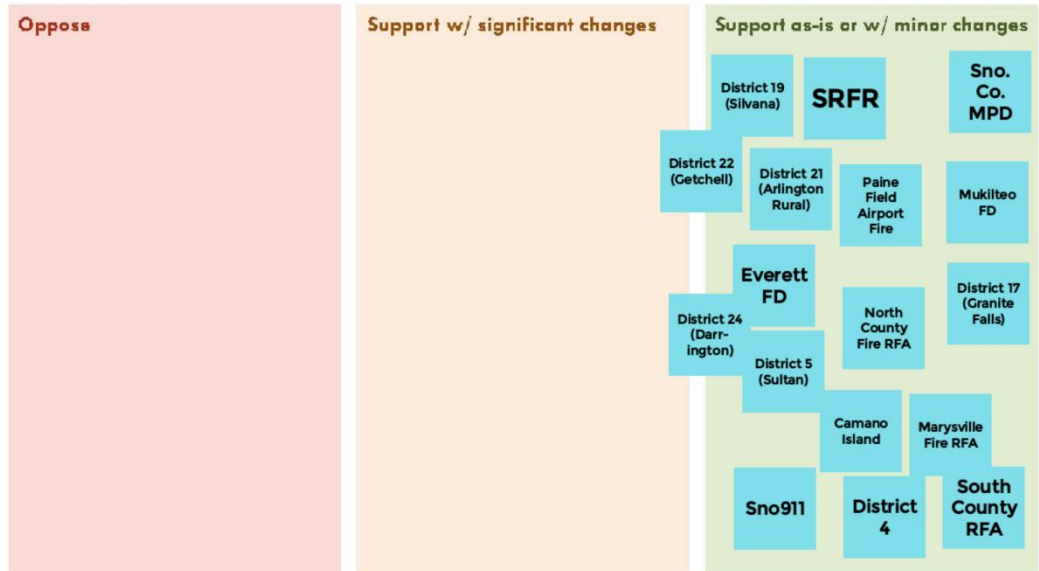


Priority 2. Expand Coordination for Fire Training



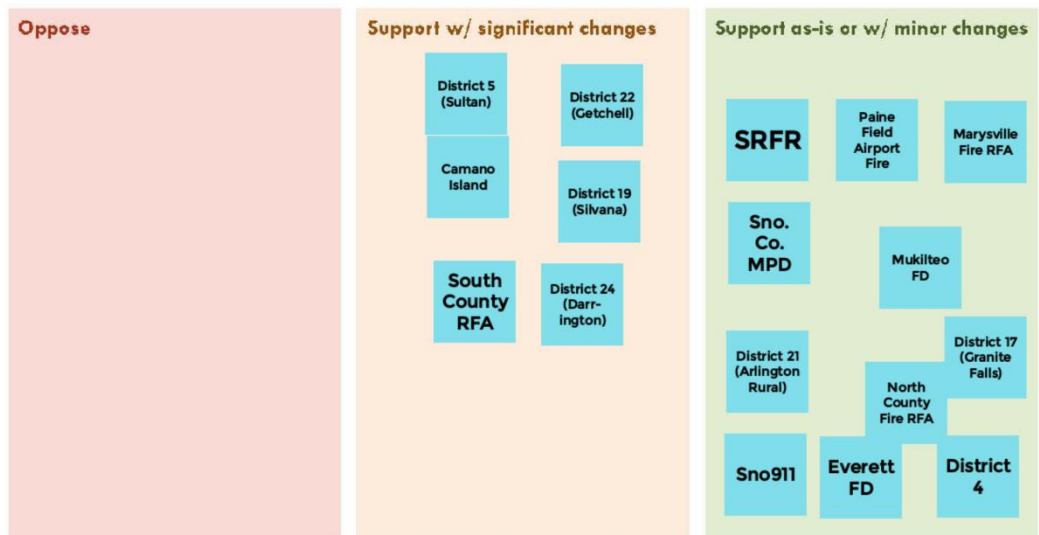
Priority 2: Expand Coordination for Fire Training

A. Establish a committee under the Fire Chiefs to develop training parameters, a shared curriculum, and metrics for FF 1 and FF 2 training curriculum in line with IFSAC standards and county-level expectations. (See slide 19.)



Priority 2: Expand Coordination for Fire Training

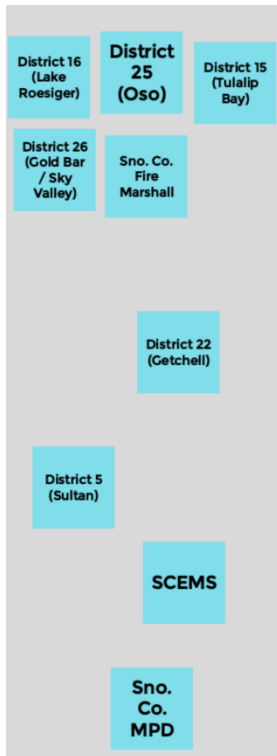
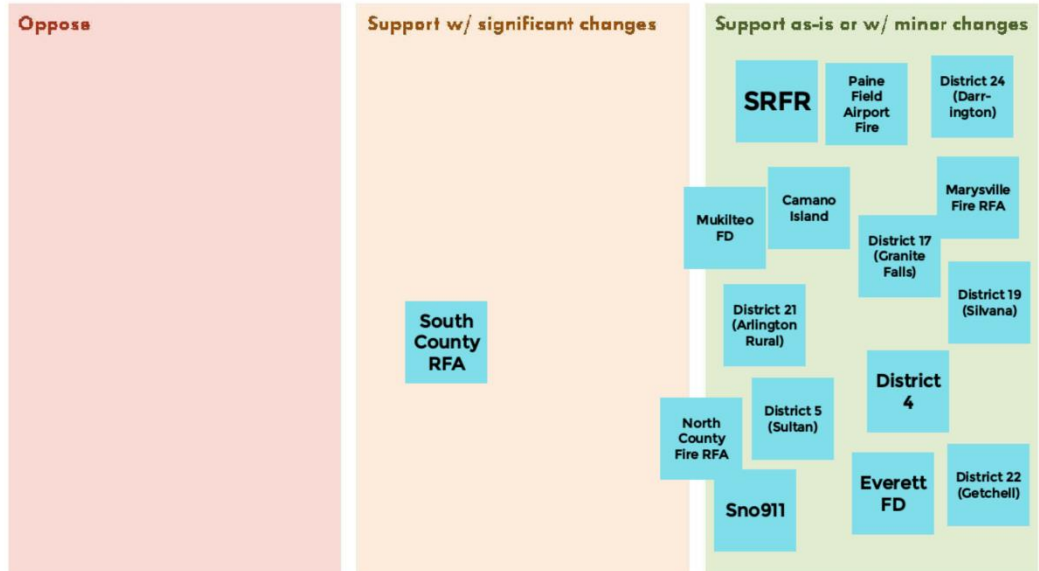
B. Deliver training through multiple venues, including existing training consortiums, with participants obtaining credit for FF 1 training completed via any Snohomish County venue. This will include venues coordinating timing of training delivery and using IFSAC evaluators during testing. (See slide 19.)





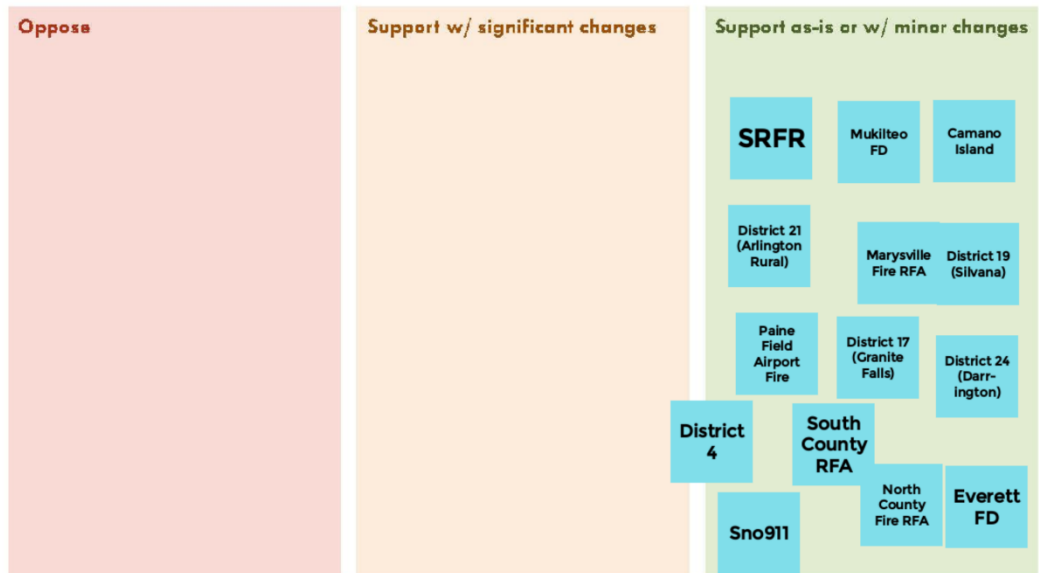
Priority 2: Expand Coordination for Fire Training

C. Full-time providers offer opt-in training opportunities for members countywide to mitigate training costs for part-time and volunteer providers. (See slide 19.)

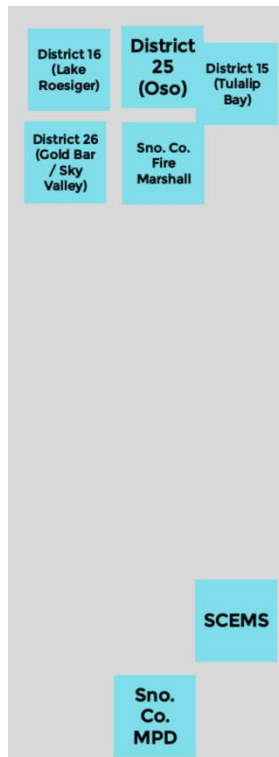


Priority 2: Expand Coordination for Fire Training

D. Providers continue to provide "finishing" training and culture-building after members complete baseline Firefighter 1 or Firefighter 2 training. (See slide 19.)

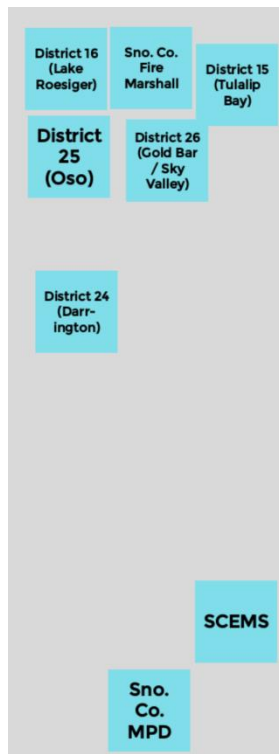
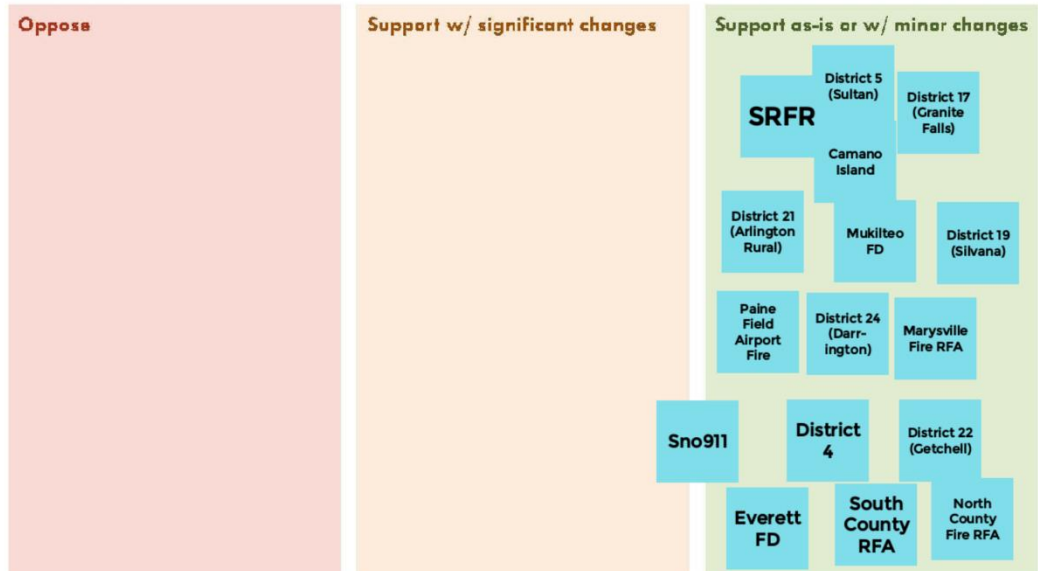


Priority 3. Coordinate Recruitment



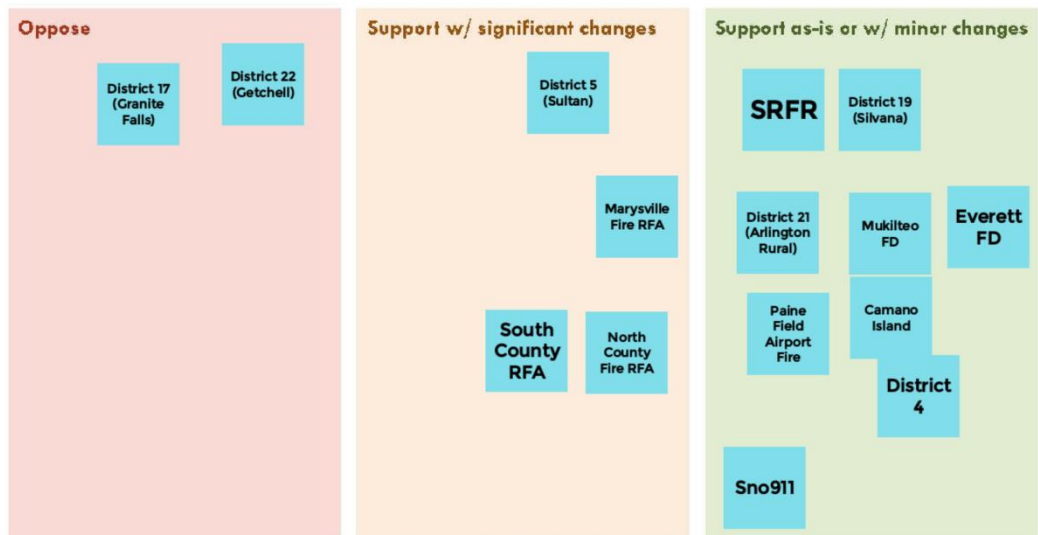
Priority 3: Coordinate Recruitment

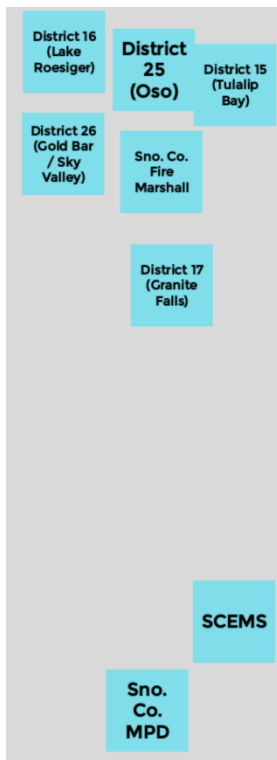
A. Full-time providers raise awareness of employment opportunities at part-time providers. (See slide 20.)



Priority 3: Coordinate Recruitment

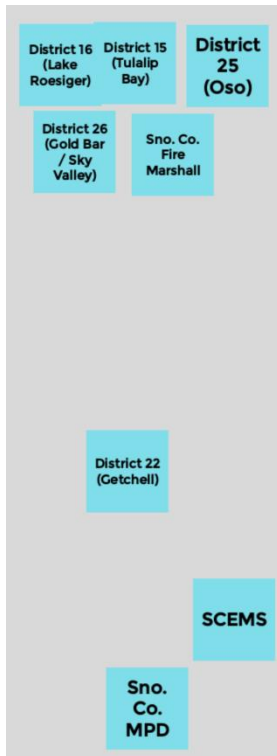
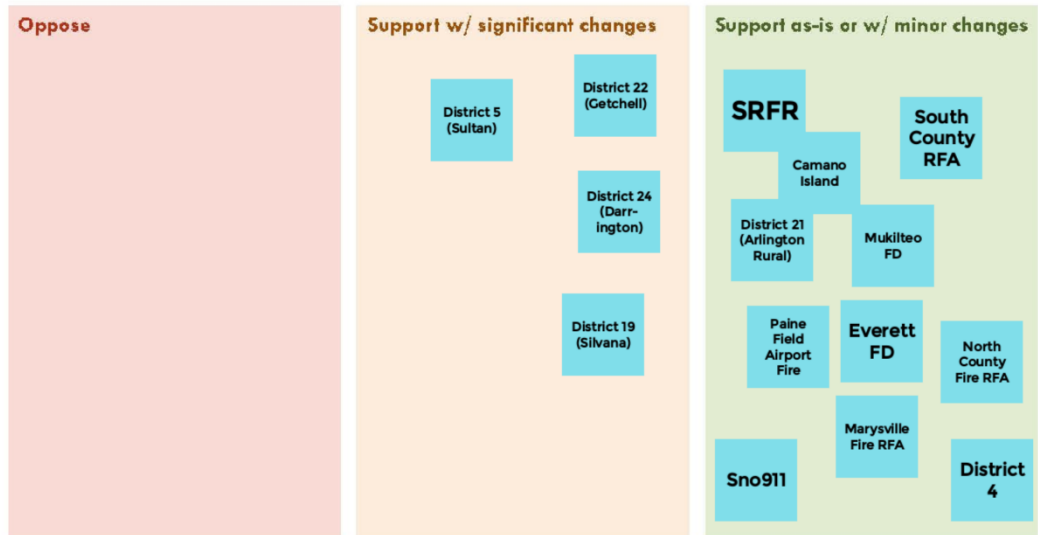
B. Establish an interlocal agreement so that a provider that acquires a member from another provider in less than an agreed-up length of time reimburses the original provider for a prorated portion of that member's training costs. (See slide 20.)





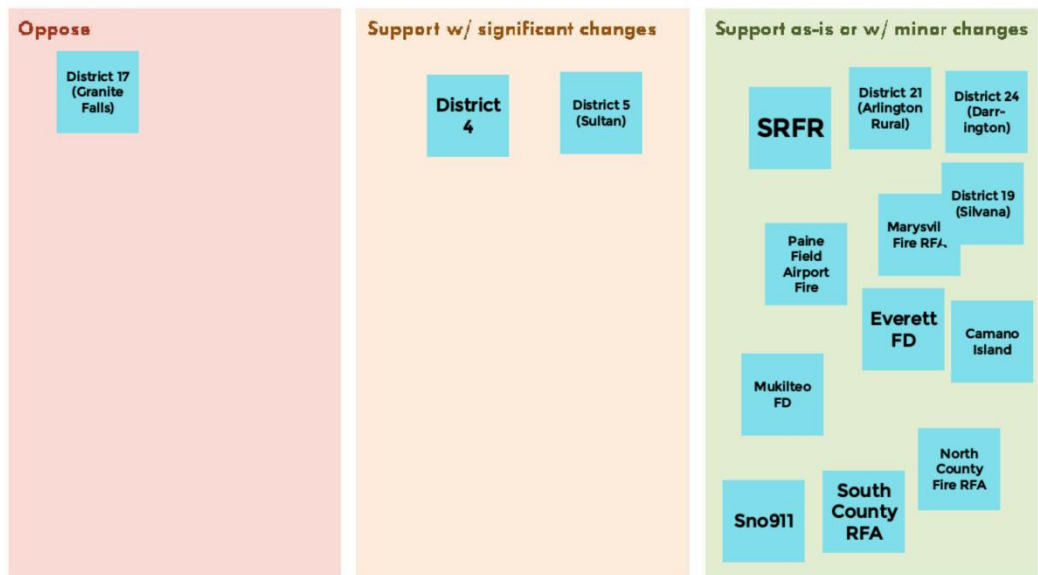
Priority 3: Coordinate Recruitment

C. After building out standardized FF I training (see Priority 2), coordinate recruitment countywide, including a shared recruitment timeline and a single recruitment platform with a shared pool of candidates and "draft" model. (See slide 20.)



Priority 3: Coordinate Recruitment

D. Accommodate part-time and volunteer work across agencies as possible. (See slide 20.)



Priority 4 (as feasible). Advance Other Collaborative Efforts

Note: the following activity asked participants to indicate if there was a recommendation that they would prioritize equal to or above the current top three priorities. However, upon discussion with the group, it became clear that many participants had instead indicated the recommendation that they think is the most important of the five listed priority 4 recommendations.

Priority 4: Advance Other Collaborative Efforts

Is there a Priority 4 recommendation that you would like to see prioritized equal to or above the current top 3 priorities? If so, move your sticky note to the corresponding box. If you are satisfied with these as Priority 4 items, place your sticky note in the box titled "none of the above." (See slide 21.)

Districts (Left Panel):

- District 16 (Lake Roesiger)
- District 25 (Oso)
- District 15 (Tulalip Bay)
- District 26 (Cold Bar / Sky Valley)
- Sno. Co. Fire Marshall

Recommendation Boxes and Sticky Notes:

- Coordinate equipment purchasing:** North County Fire RFA
- Offer additional shared learning, including officer development:** District 21 (Arlington Rural), Mukilteo FD, Marysville Fire RFA, SRFR, District 17 (Granite Falls), District 24 (Darrington), Paine Field Airport Fire, District 5 (Sultan)
- Implement an opt-in shared CRP:** Sno. Co. MPD, Sno911
- Coordinate the allocation of li seats in paramedic training pr:** District 22 (Getchell), District 19 (Silvana)
- Have conversations about ring borderless dispatch:** Camano Island
- None of the above:** District 4, Everett FD, South County RFA
- Other:** SCEMS

Appendix C: Other County Comparison

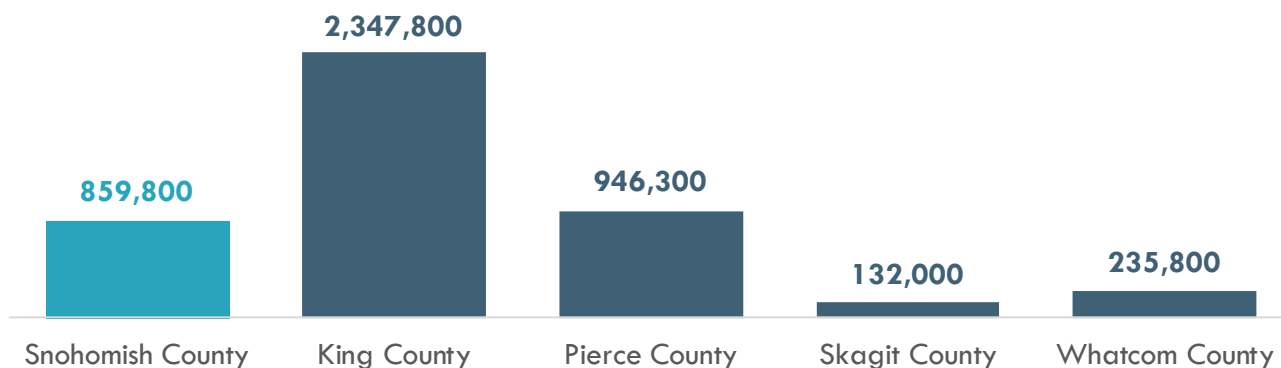
Overview

This document summarizes key research into the fire and EMS systems in four Washington counties to compare against the fire and EMS systems in Snohomish County. The purpose of this comparative research is to identify potential lessons from other counties that could be applied to Snohomish County.

Comparison counties include King, Pierce, Skagit, and Whatcom counties.

Exhibit 9 shows the estimated populations of each of the counties. Pierce County's population is the closest to that of Snohomish County; King County has nearly triple the population size; and Skagit and Whatcom counties respectively have approximately one-sixth and one-quarter the population of Snohomish County.

Exhibit 9. Estimated Populations of Snohomish County and Comparison Counties, 2023



Sources: OFM, 2023; BERK, 2023.

Most information in this document was gathered by online research and has not been confirmed via interviews or other review by the comparison counties. We conducted one interview with a fire chief in Pierce County to better understand that county's EMS system.

Key Findings

Of the counties reviewed, Pierce County offers the best comparison for Snohomish County due to the two counties' similar population sizes; relative proximity to the major population center of King County; lack of a countywide EMS levy; and similar number of fire providers. We recommend that fire and EMS stakeholders in Snohomish County build relationships with their parallel stakeholders in Pierce County to support ongoing learning and information-sharing.

The following bullets summarize our key findings from this comparative review.

- **Pierce County is the only comparison county that, like Snohomish County, does not have a countywide EMS levy.** In King, Skagit, and Whatcom counties, the countywide levy positions the county to serve in a more formal role with respect to EMS functions. These counties have the following EMS offices hosted within county government:
 - **Skagit:** Skagit County Department of EMS, a standalone department .

- **Whatcom:** Whatcom County Emergency Medical Services Division, positioned within the County Executive's office.
- **King:** King County EMS Administration, a division of the Seattle & King County Department of Public Health.
- **All five counties have their own EMS/TC Councils.** Pierce, Skagit, Snohomish, and Whatcom counties all have local EMS/TC councils and King County is the sole member-county of the Central Region EMS/TC regional council. Some Snohomish County interviewees suggested that there may not be a need for Snohomish County EMS; however, the existence of local EMS/TC councils in the comparison counties indicates that a local council is a commonly desirable feature for counties of this relative size and complexity. The alternative – participation in a multi-county regional council – is likely less desirable due to the inability to respond to county-specific circumstances.
- **Like Snohomish County, Pierce, Skagit, and Whatcom counties all have fire-based EMS systems.** King County features a countywide EMS system with dedicated ALS units.
- **Providers in some counties collaborate around programs and services that Snohomish County has considered, offering learning opportunities should Snohomish choose to pursue these options.** Notably, King County has a Center for Evaluation of EMS to conduct research and development; and Whatcom County has a countywide community paramedicine program.

Detailed Findings

Example Regional Partnerships

The following subsections offer examples of regional partnerships in each comparison county.

King County

[The Center for the Evaluation of Emergency Medical Services](#) (CEEMS) undertakes research efforts in the field of pre-hospital emergency care.

[The Community Programs Section](#) of the EMS Division provides community-based programs to enhance three critical links in the chain of survival, including Early Access to 911, Early CPR and Early Defibrillation. Includes public access AED program, communities of care program, CPR education, and Shape Up!.

Pierce County

[Paramedic Airway Management Course](#): The Pierce County Fire Chiefs Association provides funding for the Pierce County Department of Emergency Management to host an annual paramedic airway management course that paramedics can take in lieu of needing to meet a number of live intubations each year for recertification.

Skagit County

[Ongoing Training and Evaluation Program](#): Skagit County EMS provides standardized county-wide OTEP classes for EMS provider continuing education.

Whatcom County

[The Whatcom County Opioid Response Task Force](#) provides education and develops strategies for responding to the Opioid epidemic.

[The Whatcom County EMS Paramedic Training Program](#) is a partnership between the Bellingham Fire Department, Fire District 7, Bellingham Technical College (BTC) and Whatcom County EMS (WCEMS) to provide a centralized paramedic training program for the region.

Fire Summary

Exhibit 10 summarizes key components of fire services in Snohomish County and each of the comparison counties, including the number of fire providers and examples of training consortiums that may exist in each county.

Exhibit 10. Summary of Key Components of Fire Service for Snohomish County and Comparison Counties

Fire Attributes	Snohomish	King	Pierce	Skagit	Whatcom
# of Fire Providers	19	28	18	25	15
Example training consortiums	Snohomish County Fire Training Consortium (5 members)	<u>South King County Fire Training Consortium</u> (12 members)	<u>Pierce County Fire Training Consortium</u> (5 members)	None found.	None found.
	North County Joint Training Group (7 members)	<u>North King County Training Consortium</u> (4 members)			

EMS Summary

Exhibit 11 summarizes key components of EMS services in Snohomish County and each of the comparison counties, including the model of EMS provision, whether each county has a countywide EMS levy, whether each county has a local EMS/TC Council and the roles of that council, and whether each county has jurisdictionally-based or countywide community paramedicine.

Exhibit 11. Summary of Key Components of EMS Service for Snohomish County and Comparison Counties

EMS Attributes	Snohomish	King	Pierce	Skagit	Whatcom
EMS Provision Model	Fire-based	Five ALS agencies provide EMS services: King County Medic One and four others based out of fire departments: Bellevue, Redmond (serving NE King County), Seattle, and Shoreline	Fire-based	Fire-based	Fire-based
Countywide EMS Levy	No	Yes	No	Yes	Yes
Local EMS/TC Council	Yes	King County is the sole member-county of the Central EMS/TC regional council	Yes	Yes	Yes
Roles of the Local or Regional EMS/TC Council	▪ QA/QI ▪ EMS guidance ▪ EMS training ▪ Certification support	▪ QA/QI ▪ Analyze data and identify promising practices ▪ Maintain, assess, and increase emergency care resources and support regional system sustainability ▪ Support emergency preparedness, response, and resilience activities ▪ Training support	▪ Protocols ▪ Certifications	▪ QA/QI ▪ Facilitating a standardized countywide patient care reporting system ▪ Providing standardized EMS OTEP ▪ Overseeing EMS credential initial issuance and recertification ▪ Providing administrative support to the county MPD	▪ QA/QI ▪ Training to reduce the morbidity/mortality associated with trauma and acute illness ▪ Educational outreach to providers ▪ Connecting residents with trauma prevention programs in the region
Community paramedicine	Jurisdictionally based	Jurisdictionally based	Jurisdictionally based	Jurisdictionally based	Countywide Community Paramedic Mobile Integrated Health program offered through the Whatcom Ground-Level Response and Coordinated Engagement (GRACE) program



Action Proposal Form

Date: 11/13/2023

Title: Temporary EMS Director Contract

Background / Purpose:

The Snohomish County Fire Chiefs Association (SCFCA) has approved a 2024 budget and has formally requested SNO911 to facilitate hiring a temporary EMS Director as a 1099 hourly contract employee and reimburse SNO911 for this expense. The SCFCA has identified an individual with background and experience to provide stability and guidance to the critical functions of Snohomish County EMS while broader discussions on governance and potential integration with SNO911 occur.

Using a standard SNO911 template for a professional services, this position will work closely with the Fire Chiefs Association and SNO911 on work product. The contract stipulates a term through the end of 2024 (that matches approved SCFCA funding) and can be terminated at any time with 30-days' notice.

The parties generally agree that should a permanent leadership position be supported and approved at SCEMS, that there should be a corresponding competitive hiring process to select the best and most qualified candidate for the position.

Suggested Action/Recommendation:

Approve the contract for a temporary EMS Director through the end of 2024 for an amount not to exceed \$144,000 per year that will be reimbursed by the Snohomish County EMS organization, in a form substantially as presented.

Funding: Fund 70

References: Contract

DRAFT
Professional Services Agreement
SNOHOMISH COUNTY 911

THIS AGREEMENT is made and entered into between SNOHOMISH COUNTY 911, of Snohomish County, Washington (“SNO911”) and Scott Dorsey, providing professional services with offices at **Scott’s Address** (“Contractor”).

1. Scope of Services. SNO911 retains Contractor to perform the Services designated in **EXHIBIT A** “the Services” together with such other services as requested by SNO911. All services provided shall be performed at the direction of SNO911. Contractor agrees to complete the Services in accordance with the agreed project schedule and in a competent and professional manner and to furnish or procure the use of incidental services, equipment, and facilities as necessary for the completion of the Services. This Agreement is not intended to create a relationship in which SNO911 contracts exclusively with Contractor for similar or related services or in which the Contractor serves SNO911 as its sole client. SNO911 reserves the right to use the services of other Contractors for both general and specific projects at SNO911’s sole discretion.
2. Term. This Agreement shall be for a limited term and will commence on December 4, 2023 and terminate on December 31, 2024 (“Term”); provided, however, either party may terminate this Agreement at any time upon thirty (30) days written notice to the other party by certified mail, return receipt requested, to the other party’s business office.
3. Payment. Payment for the Services and Deliverables referenced on **EXHIBIT A** shall be made as follows:
 - 3.1. Cost of Services. The total cost for all services, personnel, materials, supplies, and equipment used in performing the Services shall not exceed \$12,000 per month and shall be paid at the rate of \$86.00 per hour. Should the Contractor either perform or propose to perform services or incur expenses to which it believes it should be entitled to compensation in excess of the stated limit either for the total or for one or more itemized tasks, SNO911 shall not be obligated to pay for such services or expenses unless the excess compensation has been negotiated between the parties prior to the performance of the services or incurring of the expenses.
 - 3.2. Billing Procedures. The Contractor shall submit invoices (which are inclusive of any applicable taxes) for services rendered to SNO911 for approval and payment on a monthly basis. Payment shall be made within 30 days of receipt of the invoice following verification and approval of the invoice by SNO911. Contractor shall submit complete documentation for the invoices in a form acceptable to SNO911.

- 3.3. Full Payment. Payment provided in this section shall be full compensation for work performed, services rendered and for all materials, supplies, equipment and incidentals necessary to complete the work.
- 3.4. Partial Payment. If any Services covered by this Agreement are suspended or abandoned by SNO911, the Contractor shall be paid for services performed prior to the date that written notification of abandonment is provided to Contractor; provided, however, such payment shall only be owing if Contractor performed such services in a professional and non-negligent manner consistent with the terms of this Agreement.
4. Ownership of Documents. Ownership of Documents created pursuant to this Agreement shall be determined as follows:
- 4.1. Work Product. As a result of providing the Services to SNO911, the Contractor will create certain instruments of professional services as a work for hire which will take the form of traditional project documents such as hard copy drawings, designs, mylars, specifications, renderings of surveys, survey data, and like items; these may also take the form of computer-ready data sets such as CAD, word processing, electronic spread sheets and/or databases; in addition, the Contractor's instruments of professional service may be represented in the form of computer programs, software and materials (except for pre-existing intellectual property, all of the foregoing instruments of professional service collectively referred to as "Work Product"). SNO911 acknowledges this Work Product as instruments of professional service. However, such Work Product created solely under this Agreement shall become the property of SNO911 on payment in full of all monies due to the Contractor for such Work Product. SNO911 shall own all copyrights to such Work Product, and Contractor agrees to assign all ownership rights to such Work Product to SNO911. The Contractor cannot guarantee the authenticity, integrity or completeness of Work Product supplied in electronic format ("Electronic Files"). SNO911 shall release, indemnify and hold the Contractor, its officers, employees, Contractors and agents harmless from any claims, or damages arising from the use of Electronic Files. Electronic Files will not contain stamps or seals and are not to be used for any purpose other than that for which they were transmitted.
- 4.2. Work Product Modifications. Upon its sole risk, SNO911 may make modification to the Work Product without the prior written authorization of the Contractor. SNO911 agrees to waive any claim against the Contractor arising from SNO911's reuse or modification of any such Work Product.
- 4.3. Possession of Work Product. The Contractor shall hold on SNO911's behalf, original reproducible copies of all designs and as-built drawings for a period of three (3) years for the date of substantial completion. Computer-ready data shall be provided to SNO911, if requested, on a data disk compatible with SNO911's computer equipment and programs.

Contractor may not use Work Product specifically developed for and paid for by SNO911, for non-SNO911 projects, without the prior written authorization of SNO911 upon such terms and conditions imposed by SNO911.

5. Indemnification. Contractor shall defend, indemnify and hold SNO911, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Contractor in performance of this Agreement, except for injuries and damages caused by the sole negligence of SNO911.

However, should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Contractor and the SNO911, its officers, officials, employees, and volunteers, the Contractor's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Contractor's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Contractor's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

6. Insurance.

- 6.1. Insurance Term. The Contractor shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Contractor, its agents, representatives, or employees.
- 6.2. No Limitation. The Contractor's maintenance of insurance as required by the Agreement shall not be construed to limit the liability of the Contractor to the coverage provided by such insurance, or otherwise limit the SNO911's recourse to any remedy available at law or in equity.
- 6.3. Minimum Scope and Amount of Insurance. The Contractor shall obtain insurance of the types and coverage described below:
 - 6.3.1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be at least as broad as Insurance Services Office (ISO) form CA 00 01 and with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
 - 6.3.2. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

- 6.4. Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
- 6.5. Verification of Coverage. The Contractor shall furnish SNO911 with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Agreement before commencement of the work.
- 6.6. Notice of Cancellation. The Contractor shall provide SNO911 with written notice of any policy cancellation within two business days of their receipt of such notice.
- 6.7. Failure to Maintain Insurance. Failure on the part of the Contractor to maintain the insurance as required shall constitute a material breach of contract, upon which SNO911 may, after giving five business day notice to the Contractor to correct the breach, immediately terminate the Agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to SNO911 on demand, or at the sole discretion of SNO911, offset against funds due the Contractor from SNO911.
- 6.8. SNO911 Full Availability of Contractor Limits. If the Contractor maintains higher insurance limits than the minimums shown above, SNO911 shall be insured for the full available limits of Automobile liability maintained by the Contractor, irrespective of whether such limits maintained by the Contractor are greater than those required by this Agreement or whether any certificate of insurance furnished to SNO911 evidences limits of liability lower than those maintained by the Contractor.
7. Conflicts of Interest. Contractor agrees not to perform similar services for private parties on projects within SNO911 if the performance of such services conflict in any way with the Contractor's performance of the Services for SNO911.
8. Warranty. Contractor agrees and warrants that the Services shall be performed with the care and skill ordinarily exercised by members of the profession practicing under similar conditions at the same time and same or similar locality. When the findings and recommendations of Contractor are based upon information supplied by SNO911 and others, Contractor is entitled to rely on such information.
9. Independent Contractor. The Contractor and SNO911 agree the Contractor is an independent contractor with respect to the Services. Nothing in this Agreement shall be considered to create the relationship of employer or employee between the parties hereto. Neither the Contractor nor any employee of the Contractor shall be entitled to any benefits accorded to SNO911 employees by virtue of the Services provided under this Agreement. SNO911 shall not be responsible for withholding or otherwise deducting federal income tax or social security, or for

contributing to the State Industrial Insurance program, or for otherwise assuming the duties of an employer with respect to the Contractor or any employee of the Contractor.

10. Special Services. Special services may be required in conjunction with the Services that are outside the professional expertise of Contractor. When, in the opinion of the Contractor, such expertise is required to complete the Services, the Contractor shall so advise SNO911. SNO911 may directly obtain such special professional expertise and pay the cost thereof or, SNO911, at its sole discretion, may direct Contractor to retain such special expertise and pay the cost thereof, subject to reimbursement by SNO911 plus ten percent (10%) for administration, taxes and insurance.
11. Compliance With Laws. The Contractor shall, in performing the Services, faithfully observe and comply with all federal, state and local laws, ordinances and regulations, applicable to the Services.
12. Assignment of Contract/Subcontractors. Contractor shall not assign this contract or assign or subcontract all or any portion of the work of any Services without prior SNO911 approval. All work performed under this Agreement shall be done directly by Scott Dorsey.
13. Dispute Resolution.
 - 13.1. If the parties are unable to resolve a dispute regarding this Agreement through negotiation, either party may demand mediation through a process to be mutually agreed to in good faith between the parties within 30 days. The parties shall share equally the costs of mediation and each party shall be responsible for their own costs in preparation and participation in the mediation, including expert witness fees and reasonable attorney's fees.
 - 13.2. If a mediation process cannot be agreed upon or if the mediation fails to resolve the dispute then, within 30 calendar days, either party may submit the dispute to arbitration according to the procedures of the Superior Court Rules for Mandatory Arbitration, including the Local Mandatory Arbitration Rules of the Snohomish County Superior Court, Snohomish County, Washington, as amended, unless the parties agree in writing to an alternative dispute resolution process. The arbitration shall be before a disinterested arbitrator selected pursuant to the Mandatory Arbitration Rules with both parties sharing equally in the cost of the arbitrator. The location of the arbitration shall be mutually agreed or established by the assigned Arbitrator, and the laws of Washington will govern its proceedings. The prevailing party in the arbitration, shall be entitled to its reasonable attorney fees and costs including expert witness fees.
 - 13.3. Following the arbitrator's issuance of a ruling/award, either party shall have 30 calendar days from the date of the ruling/award to file and serve a demand for a bench trial de novo in the Snohomish County Superior Court. The court shall determine all questions of law and fact without empaneling a

jury for any purpose. If the party demanding the trial de novo does not improve its position from the arbitrator's ruling/award following a final judgment, that party shall pay all costs, expenses and attorney fees to the other party, including all costs, attorney fees and expenses associated with any appeals.

- 13.4. Unless otherwise agreed in writing, this dispute resolution process shall be the sole, exclusive and final remedy to or for either party for any dispute regarding this Agreement, and its interpretation, application or breach, regardless of whether the dispute is based in contract, tort, any violation of federal law, state statute or local ordinance or for any breach of administrative rule or regulation and regardless of the amount or type of relief demanded.

14. Miscellaneous.

- 14.1. Entire Agreement. This Agreement, and its attachments, contains the entire understanding between SNO911 and Contractor relating to the Services. Any prior or contemporaneous agreements, promises, negotiations or representations not expressly set forth herein, are of no force or effect. Subsequent modifications or amendments to this Agreement shall be in writing and shall be signed by the parties to this Agreement. Services to be performed by Contractor for SNO911 that are outside the scope of Services under this Agreement shall be performed pursuant to separately negotiated written agreements.
- 14.2. Non-Waiver. Waiver or forbearance by SNO911 of any provision of the Agreement or any time limitation provided for in this Agreement shall be limited to the single instance of waiver or forbearance and shall not constitute an agreement by SNO911 to waive or forbear in the future with respect to similar instances, nor shall any such waiver or forbearance constitute a waiver or forbearance with respect to any other provision of this Agreement.
- 14.3. Law/Venue. This Agreement shall be interpreted and enforced in accordance with the laws of the State of Washington. Any litigation arising out of or in connection with this Agreement shall be filed and conducted in Snohomish County Superior Court.
- 14.4. Savings Clause. If any provision of this Agreement is declared invalid, illegal or incapable of being enforced by any court of competent jurisdiction, all of the remaining provisions of this Agreement shall continue in full force and effect, and no provisions shall be deemed to depend upon any other provision unless so expressed herein.
- 14.5. Document Use. Reuse of any such materials by SNO911 on any extension of this project or any other project without the written authorization of Contractor shall be at SNO911's sole risk.

- 14.6. Responsibility for Others. Contractor shall be responsible to SNO911 for Contractor Services and the services of Contractor subcontractors. Contractor shall not be responsible for the acts or omissions of other parties engaged by SNO911 nor for their construction means, methods, techniques, sequences, or procedures, or their health and safety precautions and programs.
- 14.7. Consequential Damages. Neither Party shall be liable to the other for consequential damages, including, without limitation, loss of use or loss of profits, incurred by one another or their subsidiaries or successors, regardless of whether such damages are caused by breach of contract, willful misconduct, negligent act or omission, or other wrongful act of either of them.
- 14.8. Construction. This Agreement was the result of negotiations between the Parties. In the event of vagueness, ambiguity or uncertainty, this Agreement shall not be construed against the Party preparing it, but shall be construed as if both Parties prepared it jointly.

Dated: _____, 2023
SNOHOMISH COUNTY 911

Dated: _____, 2023
CONTRACTOR

By: _____

By: _____

Exhibit A – Scope of Services

- Attend regularly scheduled meetings as needed including: SCEMS-TC Counsel, North Regional EMS Counsel, Snohomish County Fire Chief Association (SCFCA) and other stakeholder meetings as approved by SNO911.
- Develop a 30-60-90 day work plan(s), organized with 30-day sprints, to include goals, desired outcomes, deadlines, and other milestones. Work plan(s) should be presented to both SNO911 Leadership and the Snohomish County Fire Chiefs Association.
- Provide regular written and verbal office status reports to the SCFCA and SNO911 Leadership.
- Participate in the governance taskforce to assist the existing SCEMS organization through a transition into SNO911 as a department.
- Engage in regular stakeholder meetings as needed to ensure alignment with existing SCEMS organizational priorities
- Work closely with SNO911 Leadership to develop and implement a transition plan
- Supervise and direct the work of the SCEMS part-time staff
- Build an effective relationship with the County MPD
- Assess and stabilize the core functions of the SCEMS organization including:
 - Fiscal oversight: working with the SCEMS Treasurer and finance accountant(s) to ensure accurate and timely financial reports (including revenue and expenditures) are created and distributed.
 - Create or document an Inventory of assets using the SNO911 asset and inventory policies as a guideline.
 - Assess and report on the current employee(s) and workload.
 - Conduct an overall risk assessment and report any items that need immediate attention.
 - Provider Certification Review: Are there any backlogs or immediate steps that need to be looked at to ensure certifications and re-certifications are being processed.
 - Conduct a final recovery effort. Attempt to reclaim missing property, reports, and accounts from previous Director



Action Proposal Form

Date: November 2, 2023

Title: Radio Fleet Expansion Requests

Background / Purpose:

The SNO911 Board adopted a Fleet Expansion policy in December 2021. The policy states that staff should bring forward requests as they are received with a recommendation to immediately fund or queue until December of each year so that all requests can be reviewed at one time with consideration of allocated funding.

Current 2023 fleet expansion requests and staff recommendations and are included below.

Table 1 – Known and Approved Fund 140 Requests 2023 YTD

Date	Agency	Type	Estimated Amount	Staff Recommendation	Board Action
1/19/2022	Task Force	Growth	\$150,000	Immediately Fund from Fund 140	Approved FEB
12/15/2022	SCSO – Park Rangers	Growth	\$0	Provide from current stock	Approved FEB
1/10/2023	Mill Creek PD	Growth	\$0	Provide from current stock	Approved FEB
1/11/2023	Monroe PD	Growth	\$0	Provide from current stock	Approved FEB
1/15/2023	Tulalip Bay Fire	Growth	\$0	Provide from current stock	Approved FEB
1/12/2023	South County Fire	Growth	\$80,538	Immediately Fund from Fund 140	Approved FEB
1/25/2023	North County Fire	Growth	\$0	Provide from current stock	Approved FEB
2/7/2023	Everett Fire	Growth	\$0	Provide from current stock	Approved FEB
2/9/2023	Edmonds PD	Growth	\$108,061	Immediately Fund from Fund 140	Approved FEB
3/24/2023	Lynnwood PD	Growth	\$0	Provide from current stock	Approved APR
4/7/2023	SCSO Auto Theft TF	Growth	\$0	Provide from current stock	Approved APR
4/7/2023	SNO911 O3 Control Heads Stock	Stock	\$10,244	Immediately Fund from Fund 140	Approved APR
4/10/2023	Silvana Fire	Growth	\$0	Provide from current stock	Approved APR
5/1/2023	County Airport Fire	Growth	\$0	Provide from current stock	Approved MAY
5/5/2023	North County Fire	Growth	\$0	Provide from current stock	Approved MAY
6/5/2023	SCSO	Growth	\$0	Provide from current stock	Approved JUN
6/12/2023	Everett Fire	Growth	\$0	Provide from current stock	Approved JUL
6/22/2023	Marysville PD	Growth	\$51,610	Immediately Fund from Fund 140	Approved JUL
10/25/2023	Everett Fire	LOST	\$0	Provide from current stock	Approved Sep
7/12/2023	FD22 Getchell Fire	LOST	\$0	Provide from current stock	Approved Sep
8/7/2023	North County Fire	Growth	\$0	Provide from current stock	Approved Sep
8/15/2023	South County Fire	Growth	\$0	Provide from current stock	Approved Sep
8/17/2023	Lake Stevens PD	Growth	\$0	Provide from current stock	Approved Sep
8/17/2023	Lake Stevens PD	Growth	\$51,610	Immediately Fund from Fund 140	Approved Sep
8/25/2023	SCSO - SNOCAT	Growth	\$10,322	Immediately Fund from Fund 140	Approved Sep
8/25/2023	SCSO - Helicopter	Growth	\$140,000	Immediately Fund from Fund 140	Approved Sep
9/5/2023	Arlington PD	Growth	\$12,302	Immediately Fund from Fund 140	Approved Oct
9/19/2023	FD15 Tulalip Fire	Growth	\$0	Provide from current stock	Approved Oct

9/19/2023	FD15 Tulalip Fire	Growth	\$58,680	Immediately Fund from Fund 140	Approved Oct
10/6/2023	FD19 Silvana	Growth	\$0	Provide from current stock	Approved Oct
10/6/2023	FD19 Silvana	Growth	\$0	Provide from current stock	Approved Oct
10/17/2023	Marysville Fire	Growth	\$0	Provide from current stock	Pending
10/23/2023	South County Fire	Growth	\$0	Provide from current stock	Pending
11/2/2023	SNO911	Stock	\$2,500	Immediately Fund from Fund 140	Pending
11/2/2023	SNO911	Stock	\$90,000	Immediately Fund from Fund 140	Pending
11/2/2023	SNO911	Stock	\$85,000	Immediately Fund from Fund 140	Pending

Summary of 2023 Anticipated Fund Activities

Updated: November 2, 2023

Starting Fund Balance	\$719,231.01	\$150K Contribution
Lost/Stolen/Damaged	\$0.00	No Reports
Expected Reimbursement	\$0.00	No Reports
Actual Reimbursement	\$0.00	No Reports
Fleet Expansion/Growth	(\$667,993.74)	Previously approved replacements plus new requests
Anticipated Ending Fund Balance	\$51,237.27	

*Table has been updated to reflect actual purchase price of recently ordered equipment excluding sales tax.

Summary

The Marysville Fire Department is adding one additional vehicle to their fleet in 2024 and have requested one APX8500 mobile radio for this vehicle. We have an APX8500 Dual head mobile radio in stock we can provide once approved. In addition, we have current stock to provide the in-vehicle charger and antenna they are requesting.

South County Fire is adding additional vehicles to their fleet and have requested 4 new APX8500 mobile radios. We will have sufficient stock to fulfill this request once we receive the requested dash mount to E5 control head conversion kits.

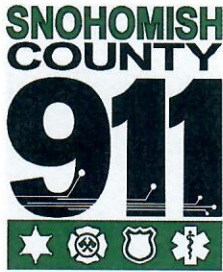
We are currently at the end of the overstock mobile and fire portable radios that we had in the warehouse. We are asking for 10 dash mount to E5 control head conversion kits to convert the 10 dash mount radios we have at the warehouse to remote mount. Our agencies primarily use remote mount E5 APX8500 mobiles with very few dash mount radios in use. Dash mount radios cannot be used in place of a remote mount radio however, remote mount radios can be used in place of dash mount radios. We feel it is best to have the ability to convert the remaining dash mount radios to remote mount as they are more flexible in their use.

In addition, we are requesting to have 10 spare APX8000HXE portable radios on hand for immediate break/fix lost/stolen replacement so agencies are not without the portable radio while we are waiting for an order to arrive. We would also like to have an additional 15 APX8500 mobile radios on hand for the same purpose.

Suggested Action/Recommendation:

Authorize staff to move forward with the purchase of the new radio equipment and distribution of existing inventory as outlined in the above summary.

Fund: Fund 140



**REQUEST FOR RADIO EQUIPMENT
FLEET ADDITIONS AND/OR PERSONNEL NEEDS**

Name of Agency: Marysville Fire District Date: 10/17/23

Contact Name: Josh Farnes

Email: jfarnes@mfdafa.org Phone: 425-754-5233

Describe the specific quantity and type of radio equipment being requested

Quantity	Model No.	Type/Accessories	Date Needed
<i>Example: 1</i>	<i>APX8000</i>	<i>Single-Band, charger, etc.</i>	<i>March 13, 2022</i>
1	APX8500	Dual head Radio	4/1/24
2	NNTN7619C	Portable Radio Charger	4/1/24
1	GL7X1AX-SF	Multiband Antenna	4/1/24

Please provide justification and purpose for the request. (e.g. We are adding two new vehicles to our fleet this year)

Adding a vehicle to our fleet in 2024.

 10/19/2023
Signature of Agency Head, Mayor or Council President Date signed

SNO911 Staff

Approximate equipment value (not to exceed)

Staff Recommendation

SNO911 Board Action

Action Date	Action		
	Immediate Funding ☐	Queued for Later ☐	Denied ☐



REQUEST FOR RADIO EQUIPMENT
FLEET ADDITIONS AND/OR PERSONNEL NEEDS

Name of Agency: South County Fire Date: 10/23/23

Contact Name: John Chalfant

Email: jchalfant@southsnofire.org Phone: 425.327.3730

Describe the specific quantity and type of radio equipment being requested

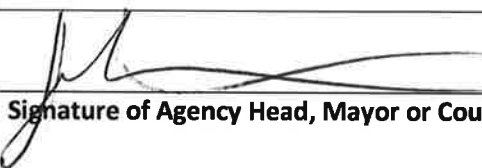
Quantity	Model No.	Type/Accessories	Date Needed
<i>Example: 1</i>	<i>APX8000</i>	<i>Single-Band, charger, etc.</i>	<i>March 13, 2022</i>
4	APX8500	All Band MP Mobile	12/15/23

Please provide justification and purpose for the request. (e.g. We are adding two new vehicles to our fleet this year)

Through a number of apparatus moves being made, at South County, we will be surplussing 11 apparatus and introducing a total of 16 new apparatus to our fleet. Each of the current apparatus will have their radios removed prior to surplus- and then utilized in the replacement apparatus that are coming to us.

Please contact DC Chalfant directly with any questions or concerns.

Thank you

 CHIEF ESTIMAH
Signature of Agency Head, Mayor or Council President

10/23/23
Date signed

SNO911 Staff

Approximate equipment value (not to exceed)

Staff Recommendation

SNO911 Board Action

Action Date	Action		
	Immediate Funding ☐	Queued for Later ☐	Denied ☐



Board Packet Memorandum

Date: November 16, 2023
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

Last month it was reported that SNO911 IT installed version 2023.2 SP1 for testing in our Delta test environment. The results after the technical preliminary testing was 12-P0s were found along with 7-P1s. All of these priority issues have been reported to Tyler support and SNO911 is currently working directly with them on these issues. On November 1st SNO911 IT staff upgraded vPAC for end user testing. End-to-End testing is scheduled for November 16th and the Go-Live date into our Production environment is set for February 6th 2024.

Future Facility Planning

The SNO911 Tech Management Team continues to work with Senior management on the current high-level plan to transition equipment/systems to the new facility. A list of all the projects have been identified and a project manager has been assigned to those projects. All needed equipment hardware quotes have been received and those cost have been added to the 2024 capital budget that will be presented to the board next month.

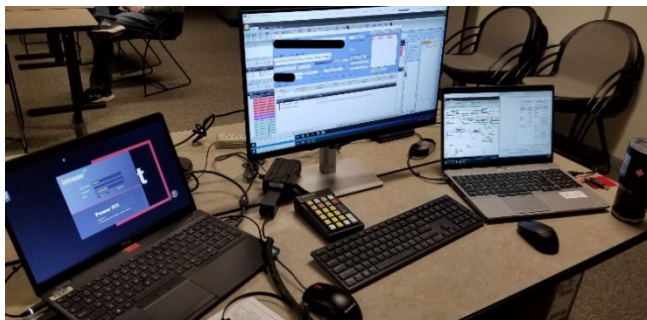
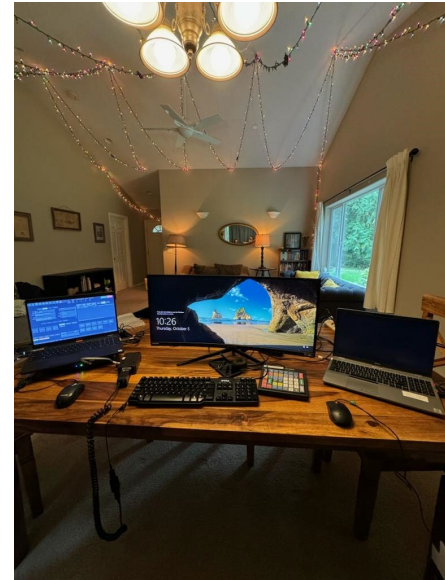
Call Taking from Home

We are excited to be working on an exciting project: Call Taking from Home (CTFH). With the aid of evolving technologies, we recognize it may no longer be necessary to limit the 911 call taking function strictly to the dispatch center environment. Several different possibilities for potential uses are being considered. These include but are not limited to; extra staffing during planned or unplanned high call volume events, assistance during a planned or unplanned staffing shortage, and targeted or strategic geographic placement of call takers for advanced preparedness of a regional disaster (earthquake, chemical spill, terrorist attack, etc.).

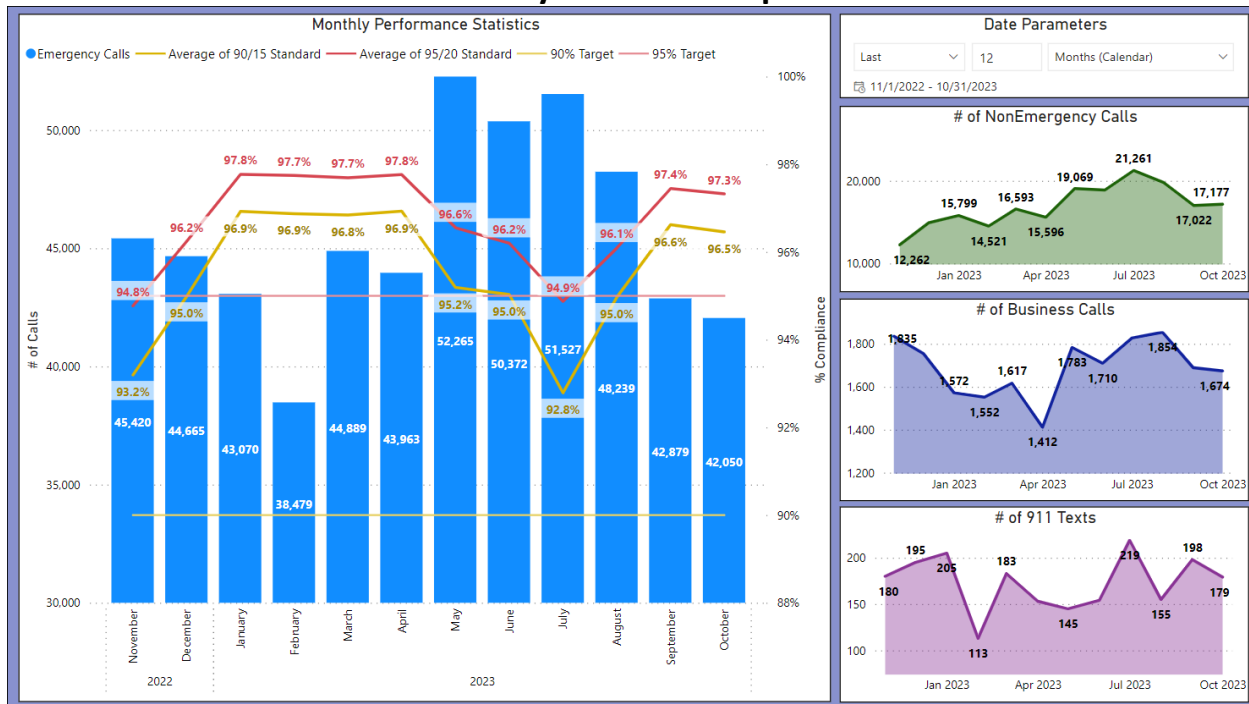
In January of 2023, SNO911 kicked off discussions about exploring the possibility for 911 call taking from home. After some initial exploration with other ECCs in the region, we decided to move forward with a proof of concept from the technical perspective. In June a prototype was set up at SNO911 and several rounds of testing were completed successfully.

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

In early October, the project progressed to the point of the first round of testing equipment in the home environment. Supervisor Peter DeJarnette successfully performed the call taking function from his home; he processed sixteen calls (911 and non-emergency) and provided valuable feedback to the team on the experience. After this test was completed it was determined that the technical proof of concept was likely complete and it was time to begin the overall operational considerations. Operations is working on the next steps and will continue to bring updates forward as the project progresses.



Monthly Statistical Reports



Text-to-911 Report

911 Texts	Type	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	YTD TOTAL	YTD GROUP TOTAL
Appropriate Use	True Emergency	7	6	8	7	7	5	14	5	6	10			75	75
Incorrect Use	Follow-Up	4	3	9	7	13	14	5	8	4	9			76	485
	Area Checks	8	7	6	15	17	12	12	10	8	8			103	
	Info	2	1	4	3	1	2	0	1	0	2			16	
	Noise	5	3	2	1	0	7	6	6	4	6			40	
	Traffic	3	5	3	4	2	2	4	6	3	2			34	
	Other Complaints	19	12	24	19	19	20	30	24	22	27			216	
Misuse	Accidental	9	4	1	7	3	3	4	6	5	4			46	587
	Behavioral Health	59	20	73	49	23	50	79	30	87	52			522	
	Prank	2	6	7	0	0	0	0	0	1	3			19	
Other	Test	46	7	4	1	3	0	2	3	2	2			70	557
	Abandoned	17	6	9	4	15	4	6	6	4	10			81	
	Non-English	0	2	0	0	0	0	2	1	1	2			8	
	Outgoing	0	0	0	0	0	0	0	1	0	0			1	
	Subsequent	10	13	25	19	18	24	23	22	27	18			199	
	Transfer	0	2	0	2	3	1	2	2	5	3			20	
	Voice Call	14	16	8	15	21	10	30	24	19	21			178	
Month Total		205	113	183	153	145	154	219	155	198	179	0	0	1704	1704
Abandoned: Non-Responsive Accidental: Device or person accidentally texted 9-1-1 Area Check: Check of area for person, vehicle, gunshot Behavioral Health: Calls that result in BHC by LE/EMS Follow-up: Where is officer? Info: What is the phone number for animal control? Noise: Music, people etc. Non-English: Texter indicates they do not speak English Other: Any other request or complaint, media from Intrado Outgoing: Outgoing text calls Prank: Calls that do not give any valid information, not including BHC Subsequent: Additional inbound text after call released by call taker Test: PSAP testing/training TXT29-1-1, vendor test Traffic: Speeders, DUIs, etc. Transfer: Transfers to other PSAPs Voice Call: Dispatchers called the texter/texter placed voice call															

SPIDR Tech Survey – October 2023

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	632	60.19%
3 - Satisfied	380	36.19%
2 - Neither Satisfied nor Dissatisfied	25	2.38%
1 - Somewhat Dissatisfied	4	0.38%
0 - Very Dissatisfied	9	0.86%
Total	1050	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	1006	95.45%
Somewhat	31	2.94%
No	17	1.61%
Total	1054	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 Calls

IncidentDepartment	01-Jan	02-Feb	03-Mar	04-Apr	05-May	06-Jun	07-Jul	08-Aug	09-Sep	10-Oct	11-Nov	Total
Everett Fire Department	2,187	2,039	2,163	2,033	2,227	2,191	2,357	2,397	1,992	2,070	156	21,812
Marysville Fire District	1,134	1,083	1,257	1,148	1,198	1,243	1,324	1,326	1,206	1,219	74	12,212
Mukilteo Fire	171	169	190	176	210	182	210	196	214	197	9	1,924
North County Regional Fire Authority	722	640	729	625	713	673	672	778	703	718	65	7,038
Sky Valley Fire	73	49	56	65	71	66	77	103	76	75	8	719
Snohomish County Airport Fire Department	20	19	24	25	16	16	35	32	23	31	1	242
Snohomish County Fire District #15	72	92	87	93	73	73	111	104	87	92	4	888
Snohomish County Fire District #16	30	17	19	10	22	28	24	26	17	24	1	218
Snohomish County Fire District #17	191	173	150	155	203	183	186	199	181	190	10	1,821
Snohomish County Fire District #19	26	33	32	35	40	28	37	36	28	25		320
Snohomish County Fire District #21	71	60	94	74	81	67	91	101	79	86	1	805
Snohomish County Fire District #22	34	43	28	33	41	51	57	45	32	37	6	407
Snohomish County Fire District #24	37	28	52	39	40	52	52	53	50	44	4	451
Snohomish County Fire District #25	5	6	12	7	7	11	12	14	6	11		91
Snohomish County Fire District #27	1	2		1	3	3	5	3	5	2		25
Snohomish County Fire District #4	284	296	311	301	328	303	346	310	292	335	11	3,117
Snohomish County Fire District #5	109	87	103	96	103	106	118	128	95	105	9	1,059
Snohomish Regional Fire and Rescue	997	922	1,031	1,013	1,055	1,031	1,177	1,132	1,018	997	61	10,434
South Snohomish County Fire and Rescue	2,917	2,734	2,944	2,854	3,115	3,006	3,119	3,305	2,922	3,051	211	30,178
Total	9,080	8,492	9,282	8,783	9,546	9,311	10,010	10,287	9,023	9,305	631	93,750

Police Calls

IncidentDepartment	01-Jan	02-Feb	03-Mar	04-Apr	05-May	06-Jun	07-Jul	08-Aug	09-Sep	10-Oct	11-Nov	Total
Arlington Police Department	1,856	1,672	2,062	1,874	2,188	2,155	2,226	2,146	2,124	2,074	144	20,520
Brier Police Department	353	288	272	297	303	376	304	286	292	534	36	3,341
Darrington Police Department	120	122	146	129	179	156	186	151	124	112	13	1,438
Edmonds Police Department	2,174	1,849	2,211	2,092	2,316	2,247	2,485	2,262	1,963	2,083	114	21,796
Everett Police Department	11,630	10,696	12,109	11,770	13,160	12,955	13,265	12,780	11,602	11,777	903	122,645
Gold Bar Police Department	245	373	241	250	382	292	258	289	245	196	13	2,784
Granite Falls Police Department	361	329	311	359	431	380	352	407	301	429	29	3,689
Index Police Department	39	50	59	55	47	46	48	43	55	50	9	501
Lake Stevens Police Department	1,651	1,608	1,882	1,818	2,216	1,923	1,987	1,729	1,654	1,706	117	18,291
Lynnwood Police Department	3,546	3,515	4,017	3,869	4,131	3,806	4,162	3,959	3,603	3,544	244	38,396
Marysville Police Department	5,621	5,008	6,193	6,034	6,526	5,990	5,786	5,767	5,792	5,585	383	58,685
Mill Creek Police Department	920	927	1,007	1,183	1,389	1,282	1,457	1,426	1,200	1,307	92	12,189
Monroe Police Department	2,220	1,945	2,096	1,966	2,044	1,866	1,812	1,722	1,628	1,669	120	19,088
Mountlake Terrace Police Department	1,689	1,489	1,698	1,381	1,694	1,831	1,836	1,701	1,660	1,548	116	16,643
Mukilteo Police Department	3,057	2,561	2,784	2,284	2,228	2,103	1,673	1,976	1,902	1,648	128	22,344
Snohomish County Sheriff's Office	11,856	11,164	13,071	12,529	14,396	14,051	14,756	13,191	12,293	12,213	800	130,315
Snohomish Police Department	881	877	942	913	917	980	1,080	946	1,058	813	63	9,470
Stanwood Police Department	543	699	679	680	766	656	678	781	750	985	50	7,267
Stillaguamish Tribal Police	1,381	1,289	1,175	1,238	1,282	1,542	1,875	1,854	1,496	1,774	155	15,061
Sultan Police Department	375	393	552	526	497	522	468	348	493	603	30	4,806
Woodway Police Department	52	39	36	44	37	67	43	58	38	50	3	467
Total	50,567	46,879	53,534	51,282	57,109	55,216	56,733	53,813	50,268	50,691	3,561	529,643

Snohomish County 911 - Staffing Report

11/13/2023

Full-Time Dispatchers

Legacy Employees = Hired before 12/1/2017..... New Hire Employees = Hired on/after 12/1/2017

Job Title:	Current #	Status:
Trainee Dispatcher	22	2nd discipline not yet complete
Trainee Dispatcher 2	14	2 of 3 disciplines complete
Police Dispatcher	2	Legacy: Only trained in CT and Police
Fire Dispatcher	3	Legacy: Only trained in CT and Fire
Cross-Trained Trainee	2	Trainee in progress for 3rd discipline
Cross-Trained Dispatcher	54	Fully cross-trained in CT, Police, and Fire

Represented (Dispatchers & Sups)		Dispatcher Center - Staffing & Strength	
F/T Approved	123	Staffing Level (includes trainees)	90.7%
F/T Filled	113	Staffing Strength (excl. trainees, relief, LOA's)	68.2%
F/T Vacancies	10		
Appointive Staff		Relief Dispatchers	
Approved	44	Currently Filled	7
Filled	43		
Vacancies	1		
RRP Term Limited Approved	2	Long-Term Leaves of Absence	
RRP Term Limited Filled	2	F/T Dispatchers (including trainees)	-2
RRP Term Limited Vacancies	0	Agency-Wide Headcount	
		Total # of Employees (no exclusions)	165

Dispatchers - Full Time	
Approved	107
Filled	97
Vacancies	10
Dispatch Supervisors	
Approved	16
Filled	16
Vacancies	0
Senior Leadership (Directors)	
Approved	6
Filled	6
Vacancies	0
Operations	
Approved	5
Filled	5
Vacancies	0
Finance/HR/Records/Admin	
Approved	12
Filled	12
Vacancies	0
Tech/Radio	
Approved	21
Filled	20
Vacancies	1
RRP Term Limited Approved	2
RRP Term Limited Filled	2
RRP Term Limited Vacancies	0

Recruitment Status

PST Dispatchers Exam	0	The next PST test is scheduled to take place on 11/15
CritiCall Test Invites Sent - Oct	245	Number of tests invites sent out for academies scheduled for March 2024
CritiCall Tests Complete - Oct	74	Of these completed tests, 12 received a passing score
Interview	13	Interviewing for upcoming academy scheduled in March '24
Polygraph Exam	1	Scheduled for polygraph exam (or awaiting results)
Background Check	9	Currently in process of background check with PST
Psyche and/or Drug/Hearing	2	Scheduled for psych or drug/hearing test (or awaiting results)
Onboarding/Orientation	0	Final job offer signed. Awaiting the start of the next new-hire academy.
YTD Dispatch Trainees Hired	27	

Employment Separations YTD

Separation Reasons	Represented (Trainees)	Represented (Non-Trainees)	Appointive (Trainees)	Appointive (Non-Trainees)
Involuntary Term	0	0	0	1
New Job - Not 911	1	3	0	0
New Job - With 911	0	0	0	0
Relocation	0	3	0	0
Retirement	0	1	0	1
Medical	1	1	0	0
Personal	3	2	0	0
Resignation in Lieu of Term	2	0	0	0
Death of Employee	0	0	0	0
End-of Contract	0	0	0	0
YTD Employment Separations	19			



LYNNWOOD
WASHINGTON

A great deal more

Proclamation

City of Lynnwood

National First Responders Day 2023

WHEREAS, National First Responders Day, we honor the bravery of our nation's heroes who put their lives on the line for their community each and every day; and

WHEREAS, we ask more of our first responders today than ever before. When tragedies strike, they are always there to help us, and we thank them for their extraordinary service to our country; and

WHEREAS, we are honored to have members of Snohomish County 911, South County Fire, Snohomish County Medical Examiner, Department of Corrections, Support 7, and Lynnwood Police Department so we can recognize their tireless dedication to protecting and serving our community; and

WHEREAS, today and every day, first responders remain on alert and on call, always there for us when we need them. As we celebrate these patriots who have answered the call of duty, we honor the memory of the heroes we have lost; and

WHEREAS, the City of Lynnwood has a strong commitment to our first responders and their families who live, work, play, recreate, educate, and thrive in our community;

NOW, THEREFORE BE IT RESOLVED that we, Mayor Christine Frizzell, and the Lynnwood City Council, proclaim October 28, 2023 as First Responders Day and we urge all people of Lynnwood to honor our brave first responders and to pay tribute to those who have lost their lives in the line of duty.



Christine Frizzell

Christine Frizzell, Mayor
October 23, 2023

Shannon Sessions

Shannon Sessions, City Council President
October 23, 2023

Radio Replacement Project Updates

November 13, 2023

Overview:

Decommissioning of legacy microwave equipment is complete. Radio system infrastructure installation 90% complete. Planning and scheduling are underway to facilitate system testing and optimization.

General Project Update:

- Motorola will possibly upgrade the system prior to coverage testing which will help maintain the project schedule
- Project team is planning work efforts for new facility

Radio System Infrastructure:

- 18 Sites at 90% complete of new hardware
- 18 Sites at 100% completion of for antenna system installation and testing
- All site equipment delivered
- Cultus Bay and North Stanwood communications shelters installed. Power has been connected and installation of radio equipment has begun
- Machias Conditional Use Permit submitted, public comment period is completed with minimal feedback received
- Site optimization, coverage testing, configuration expected to begin early 2024

New Facility Radio Infrastructure

- Path Surveys complete with one viable path identified between the new facility and North Campus
- Received significant transfer of equipment from King County/Seattle to potentially equip New Facility with enough console site equipment to minimize impact to operations

Paging System Project:

- Statement of work and paging system technical requirements have been completed
- Testing of existing paging system antenna systems complete with no remediation efforts being needed
- Vendor for paging system has been identified utilizing a piggybacking contract opportunity. Staff is evaluating the pros and cons of staff installing system. This will minimize time to procure and implement the system replacement.
- Cost estimates are within planned RRP budgeted amounts

Technician Training:

- Microwave radio systems training completed
- Automatic Direction Finding equipment received and training complete
- Nokia router and management training planned for 2024
- Motorola P25 radio system training planned for 2024

Site Readiness:

- Generators replaced at 4 sites
- Closeout of building permits underway
- SNO911 handed off sites to Motorola on schedule

Subscribers:

- Portables and Mobiles
 - Fleet expansion requests are significantly exceeding expectations
 - First wave of battery replacements for portables have been ordered
 - Very low failure rate of subscribers. SNO911 has been successful in supporting break/fix repairs in a timely fashion
- Base stations
 - Fire and police installations complete
 - Some installations have encountered interface incompatibility issues that will need member agencies to update their hardware

Risks:

- Vendor's availability of technical staff to support implementation
- Complexity of new facility build underway simultaneously with RRP

Upcoming Policy/Budget:

- Paging system implementation
- New facility microwave overlay/connectivity
- MPLS support and upgrade planning

RRP Policy & Major Decision Timeline

- 09/2023: Sobieski site move completed in time for PSERN structure decommissioning
- 07/2023: SNO911 Board of Directors approved six year radio system upgrade and maintenance agreement; agreement will start following system acceptance
- 07/2023: SNO911 Radio Policy 11 approved defining the process for SNO911 Principles and Subscribers to permit non-SNO911 agencies to access the voice radio system for emergency coordination and interoperability.
- 05/2023: Additional 800MHz Frequencies acquired from WSDOT; will be held in reserve for future buildout
- 04/2023: Alphanumeric Paging Consultant contracted to work with SNO911 and NORCOM
- 04/2023: Update to RRP Policy WT-07, additions and corrections to subscriber radio values used for insurance, budgeting and restitution purposes.
- 02/2023: Machias site brought back into project, Mill Creek formally removed
- 02/2023: Establishment of credit with Motorola due to reduced number of mobile installs
- 09/2022: Approved Removal of Paging from Motorola Scope
- 08/2022: Executed Change Order 11 US Primary Frequency Redesign
- 08/2022: Remove South Campus Microwave Scope
- 05/2022: Remote Area VHF Request
- 05/2022: RRP Inventory and Subscriber Support
- 04/2022: Site Readiness IV Construction Contract
- 04/2022: US Primary Design Scope Change
- 04/2022 RRP purchase of mobile install supplies
- 03/2021: Executed Change Order 7 – Design work to move system to US Primary Frequencies. Further evaluation will be completed with TACs.
- 12/2021: SNO911 Board of Directors approved: WT09 - Additional Growth and Expansion Radio Reimbursement Request, WT08 – Radio Hardware and Replacement Services Policy, and WT07 – Lost, Stolen or Damaged beyond Repair Radio Equipment Replacement
- 12/2021: SNO911 Board of Directors approved amendment to APF 134 to include other suitable antennas identified by the project team.
- 11/2021: SNO911 Board of Directors approved APF 134 to cover expenses to fund antenna changes requested by member agencies.
- 11/2021: Police TAC approved Limited Access Talkgroup Authorization, Programming, and Auditing Policy.
- 10/2021: SNO911 Board of Directors approved Change Order 6 – radio quantities to fulfill needs of SCSO Corrections and delta of needs and changes from original project scope.
- 9/2021: ECSF Advisory Board approved project budget scope increase to capture additional subscriber needs of approx. \$4.7M.
- 7/2021: SNO911 Board of Directors approved Framework for Agency's seeking radio replacement for lost/damaged/stolen radios (Update to Warranty Services Policy)
- 6/2021: SNO911 Board of Directors approved Warranty Services Policy, including authorization to purchase radio cache and other related equipment.
- 6/2021: SNO911 Board of Directors authorized creation of a new Capital Fund for agency subscriber equipment starting with a fund balance of \$150,000 and a target maximum of \$600,000.
- 6/2021: Fire-TAC approves mobile programming information
- 6/2021: Police-TAC approves mobile programming information
- 4/2021: Motorola provides "boston strap" to replace leather swivel holster for APX 8000 HXE

portable radios

- 3/2021: Fire-TAC requests changes to radio programming templates, SNO911 receives Fire-TAC approval of updated templates
- 3/2021: Police-TAC requests changes to radio programming templates, SNO911 receives Police-TAC approval of updated templates
- 1/2021: SNO911 approves Law, Fire, and Sheriff radio programming templates
- 1/2021: Fire-TAC Template Committee approves programming
- 12/2020: Motorola Change Order 3 Approved
 - All systems – except paging – have been modified with new technical exhibits replacing existing exhibits, new schedule is established, project credit established and reserved for future/planned items
- 12/2020: Fire-TAC approves template changes and gives Fire Template Committee authorization for further changes
- 8/2020: Police-/Fire-TAC approves Subscriber programming templates (zone/channel assignments & ergonomics)
- 6/10/2020: Motorola Change Order 2
 - Updated Coverage testing methodology, final subscriber configuration and counts, increased functionality in subscribers (encryption/XE for fire, Wi-Fi for all)
- 5/2020: Phased deployment approach adopted
 - Decision to deploy system designed for 800 MHz Portable operations, and expand to support multi-band Portable operations as a future phase
- 4/16/2020 - Subscriber Scope of Services Policy approved
 - Agencies will own subscriber equipment, SNO911 will plan for long-term replacement and process/assist with warranty repairs
 - Installation details including differences for agencies who choose to opt-out of project installs
- 4/16/2020: Additional Subscribers Policy approved
 - Covers reimbursement parameters and process for radios purchased after 1/1/2019 and are an increase to quantities in project scope. E.g. New (additional) apparatus added to fleet
- 1/2020: WAVE5000 Pilot Program approved
- 9/2019: Fire Subscriber Replacement Policy approved, updated 5/2020
- 9/2019: Law Subscriber Replacement Policy approved, updated 5/2020
- 7/2019: Motorola Change Order 1
 - Allows agency cooperative purchasing, updated subscriber warranty protection
- RRP – Future Replacement Policy – Under Development

SNOHOMISH COUNTY 911

Fire Technical Advisory / Operations Committee

October 18, 2023

Committee Members in Attendance	☒ Eric Andrews	Sky Valley Fire	☐ Willie Harper	Fire District 25
	☒ John Chalfant	South County Fire	☐ Mike Worthy	Fire District 27
	☒ Jason Hodkinson	Fire District 4	☐ Mike Calvert	Everett Fire
	☐ Seth Johnson	Fire District 5	☒ Jeff Cole	Marysville Fire
	☐ Ryan Shaughnessy	Fire District 15	☒ Blake Engnes	Mukilteo Fire
	☐ Justin Johnson	Fire District 16	☒ Dave Kraski	North County RFA
	☐ Jim Haverfield	Fire District 17	☐ Brett Blankenship	Paine Field Airport FD
	☒ Keith Strotz	Fire District 19	☒ Ryan Lundquist	SRFR
	☐ Chad Schmidt	Fire District 21	☐	
	☐ Travis Hots	Fire District 22	☐	
	☒ Joel Johnson	Fire District 24	☐	
Alternates in Attendance	☐ Whitney Mansfield	Fire District 4	☐ Ned Vander Pol	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
	☐	Fire District 24	☐ Colby Titland	SRFR
	☒ Dave DeMarco	Everett Fire	☐ Thad Hovis	SCF
Guests and Staff in Attendance	Todd Anderson, SCF	Derek Wilson, SNO911	Tiff Brown, SNO911	
	DeVon Ogurkow, SCF	Jeremy Waldner, SNO911	Meg Bittinger, SNO911	
	Joshua Cole, Paine Field	Brittney Martens, SNO911		
	Dave Oliveri, Paine Field	Brent Meyer, SNO911		
	Andie Burton, SNO911	Marlin Herolaga, SNO911		
	Chris Gass, SNO911	Howard Tucker, SNO911		

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

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

1. **ANNOUNCEMENTS.** *Andie Burton.* Andie introduced Tiff Brown. Tiff will be shadowing Meg Bittinger over the next couple of months and will start taking Fire TAC minutes in January of 2024.
2. **APPROVAL OF MINUTES.** A motion was made by Ryan Lundquist to approve the August 2023 Fire TAC/Ops meeting minutes as written. Seconded by Jeremy Stocker. Unanimously approved.
3. **COMMITTEE UPDATES.**
 - A. **PTCC / NWS.** *Brent Meyer* – The Windows updates occurred on October 3rd in the production environment. All went well and the next update is tentatively scheduled for January. Brent will notify the group in December when they have the official date. For upgrade news, 2023.2SP1 is coming next week in the Delta environment. SNO911 will get a testing schedule out to everyone. If all goes well, they are looking at a February 6th production upgrade for that version. The last bit of news is that Zach Hanson from North County Fire is officially a member of PTCC. Brent congratulated Zach and thanked North County for letting him participate.

- B. Technical Update.** *Marlin Herolaga* – Marlin reminded everyone that he sent an email to the police and fire chiefs regarding the data share agreement. He asked that everyone please review it, let him know if you have any questions, then sign it and return it to him as soon as possible.
- C. Radio Replacement Committee.** *Howard Tucker* – They achieved another major milestone and upgraded the microwave system. They have replaced two out of the three systems, so they have more reliable power and more reliable back haul. They are probably 85-90% done with the fire station alerting radios. They are doing a pretty good job of responding to the fleet expansions, and they are working on scheduling a radio programming update for early next year to fix any bugs and to add the U.S. primary channels. They are hoping to bring a cost proposal contract for the paging system replacement to the Board in December or January. They did sign the support upgrade agreement with Motorola so they will have upgrades to keep the system current and they will have technical support until 2030. They have also purchased the first batch of batteries for the portables, so they'll start cycling them out, and they need to come up with a process – are they doing a percentage per agency or replacing by agency? They will need to start discussing this soon.
- D. Radio Procedures Committee.** *Chris Gass* – They are working on updates to the Fire Radio Procedures Manual. They found many changes that need to be made, and Chris emailed the proposed document to Fire TAC on 10.17. After asking if anyone had any questions, Chris asked for a motion. Jeremy Stocker made a motion to accept the changes as proposed in the document. Seconded by Ryan Lundquist. Unanimously approved.
- E. Fire User Group. No Update.**
- F. Fire Standards/Data.** *Brittney Martens* – They are taking the first steps in changing their Data Delivery Model to all of the agencies. If there is anyone in your agency that utilizes the data that Damon sends out every month, please have them contact Brittney so that they can assure that the direction they are going will be useful for everybody. Everyone is always welcome to attend the monthly Fire Data Standards meeting, and they would love to have more participation. Regarding the Wall Times Dashboard, ESO did an upgrade this past June and changed a lot of the ad hoc reporting capabilities. Brittney was finally able to get everything back on track and get the wall times dashboard back up and running. She will be sending it out to the Fire Data Standards Committee today to have them audit it against their reporting, but it should be ready to go really soon.
- G. Fire Resource/FOC** *Derek Wilson* – Two big milestones for them – the first one being the resource depletion alerts in Rave going live. These go out to the zone coordinators anytime certain thresholds for unit availability are met. They are still actively testing it and will make refinements as needed. It's set up right now for 25% of medics in each of the 4 zones, and 25% of suppression apparatus, so, engines, tenders, brush trucks and ladders. The second milestone is they did the FOC drill on Monday. It was successful and they accomplished more than anticipated. The next step is to schedule a second meeting to start working on a policy recommendation and to refine.
- H. SNO911 DRC/DSC.** *Andie Burton* – The Fire Chiefs recommended to move forward with Nurse Navigator, so SNO911 will be taking it to the Board tomorrow for approval. There is a planned kick off meeting tomorrow afternoon at SNO911's new facility. At the last meeting, the group settled on 3 determinant codes they wanted to move from a Med 1 to a Med 3, and there will be an info sheet and a timeline for implementation coming out to the agencies as soon as possible.
- 4. SNO911 UPDATE.** *Andie Burton* – SNO911 is doing a fundraiser for Maui 911 in Maui County. An email went out to Fire TAC and the Fire Chiefs within the last couple of days. For those interested in

ordering swag with the special logo, please put the name of your agency in the comments section of the order form. All of the shirts will be picked up and brought back to SNO911, so if there are names that they don't recognize, they can at least get it to the correct agency. Also, Valley Com is getting trained up and testing CAD Lite so that both SNO911 and Valley Com can back each other up if one agency experiences an emergency. There is still more testing to do, but hopefully it will go live in their production environment soon. This is a pretty big step, and it will be nice to have the redundancy in the event that either agency needs to evacuate or experiences some sort of emergency.

5. OLD BUSINESS.

- A. First Due Workgroup.** *Todd Anderson* – On the County level, First Due is trying to set up a test site soon for testing out an email link. They are trying to parse that data with the XML data with the notification for email link. Then they will test a couple stations so see if that increases the speed of dispatch. Per Todd, First Due's primary tool was a pre-incident planning tool, and he never really put too much weight into the speed of the dispatch on that app. This wasn't meant to replace New World. Having said that, he does hope to increase the speed, maybe to match Active 911 which uses an email feed/email data. There is no timeline from First Due on when that starts up. Brent sent out an email today with some expectations that they are looking for, which would be the timing of First Due notifications to see if they can match the Active 911, the number of notifications – seeing how many times it would dispatch twice with the XML, and seeing how it matches up with Fire Mobile. Per Chris Gass, First Due is receiving data now from 2 stations, Stations 11 and 15 from South County. All of their dispatches are going to First Due in their test environment. Chris has not heard any feedback yet. He is still waiting to hear from Everett and Marysville if any of their stations would like to participate in the trial as well.
- B. Talk Groups.** *Marlin Herolaga* – This discussion was tabled a couple of months ago because Howard was out of town. The last discussion they determined that Chief Andrews uses SNO OPS 5 for large incidents, and that SNO911 has a lot of IO channels that were brought in back in 2018. Marlin ran some numbers and determined that there is very little use of the SNO OPS channels. The intent for the IO channels was to be used for larger incidents that required mutual aid outside of the county. After discussing this with Howard, the preference is that all large incidents would be on the IO channels and not the SNO OPS channels. Per Howard, the history is that the SNO OPS channels were intended for smaller scale incidents - training exercises, not specific to law or fire, and only internal to Snohomish County incidents. The IO talk groups are intended for mutual aid or larger scale incidents. This is ultimately an operational decision, but the radio team would like to get everyone in the habit of using IO channels for large scale incidents.

6. NEW BUSINESS.

- A. Standing Up the Template Subcommittee.** *Howard Tucker/Jeremy Waldner* – SNO911 has to reprogram radios to accommodate the U.S. Primary Frequencies which will enhance coverage. They would like to take advantage of the opportunity to fine tune the code plugs based on user feedback and experience over the last two years of using the radios. They don't want to go out and just make the U.S. primaries without asking if there needs to be any other changes. Jeremy would like to start a committee to talk through and propose changes to the radio button functions or zone order. The hope is that it will just be a couple of meetings and they can get some recommendations to Fire TAC in a month or two. Jeremy will send an email to the group

asking for volunteers (email sent 10.18). Hoping to get some volunteers and meet once a week. It would be nice to have decisions made by the end of January.

- B. County Mid-Rise/High-Rise Standard Operating Guidelines.** *John Chalfant/DeVon Ogurkow* – There was a document that went out with the agenda that John hopes everyone had the chance to look over. Per DeVon Ogurkow, he hopes everybody understands that if you do have a working fire in one of these buildings, it's going to take a lot of staffing. It may seem like they are asking for a lot, but they are really just trying to meet the minimum standard. Per John, once this is fully adopted, in whatever form the final draft takes, there will be some drills scheduled with the county training officers to do some walk-throughs and make sure everyone knows what is expected on an incident. Dave DeMarco wanted to know if the ultimate vision is that, if the policy is adopted by the county, will each individual agency adopt this as policy? John said that all agencies adopting this would certainly be the goal. After some more questions and discussion, a motion was made by Jason Hodkinson to adopt the document and send it to the Fire Chiefs for approval. Seconded by Ryan Lundquist. Motion passed with Dave DeMarco abstaining.
- C. ASL Video Translation.** *Andie Burton* – SNO911 has received some inquiries from a couple of police agencies about whether or not the current language line service that SNO911 uses for translation has ASL video translation included in the account. The answer to that is no, not currently. There was a discussion at Police TAC about what other agencies are doing. Andie wanted to see if there is currently a need for a field user to call SNO911 and get information, and be able to log in and get sign language translation or video connection. If any agency comes across this need or has any solutions, please reach out to Andie.
- D. SNO911 Business Lines (Field Users).** *Andie Burton* – Prior to consolidation, SNOCOM and SNOPAC both had business lines that were used by field users. When they consolidated, SNOCOM lines were forwarded to SNO911 initially. They have been looking at permanently disconnecting the old lines, so Andie is asking that anyone who has department issued phones that are pre-programmed with the old numbers, to please update those phones. Administrative numbers previously associated with SNOCOM (774 and 775 prefixes) will no longer reach SNO911 in the near future. Andie will be sending out the current contact list (emailed 10.18), so please update any existing lists, pre-programmed phones, or other resources you may have for SNO911.
- E. Snohomish County IMS Policy Committee.** *Ryan Lundquist* – This is on behalf of the Snohomish County Training Officers and the Snohomish County Health and Safety Officers. This was brought to Ryan through Chief Elmore of Mukilteo, who is the Chair. He has asked this group to formalize an IMS Committee to walk through and add language specific to decontamination. They would like the group to put an IMS policy together, with one of their members, so they can incorporate some of the language that they came up with in a template, and put it in the current IMS policy that reflects decontamination, and bring it back to this group. For those that are interested in participating, send an email to Colby Titland.
- 7. GOOD OF THE ORDER.** *Andie Burton* – As most know, SNO911 has been working with NORCOM and their fire agencies to test and work on the CAD to CAD utility in Tyler for responses along the border. Unfortunately, they have run into issues of instability and incapability when they aren't on the same version. They are still trying to figure out what the issues are and they are working on troubleshooting it.

8. **ADJOURN.** The Fire TAC / Operations Committee adjourned at 2:32pm.

The next Fire Technical Advisory/Operations Committee meeting is scheduled for Wednesday, November 15th, at 1:30 p.m. via Zoom, or in-person at the Snohomish Training Annex.

DRAFT

**Snohomish County 911
Finance Committee
Meeting Summary for November 9, 2023 / 1:30 – 3:00 pm
Location: Remote Meeting via Zoom**

Meeting Attendance:

Committee Members					
Dave DeMarco	✓	Derek Daniels	✓	Jenna Nand	
Jim Lawless	✓	Ken Klein	✓		
Staff and Guests					
Kurt Mills	✓	Terry Peterson	✓	Wade Anderson	✓
Tiff Brown (notetaker)	✓	Sharon Brendle			

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

1. **Call to Order and Announcements.** The meeting was called to order at 1:31 p.m. by Chief Dave DeMarco. There were no announcements.
2. **Reports.**
 - A. **Blanket Voucher Report for October.** There were no questions. Ken Klein moved and Derek Daniels seconded to recommend the Blanket Voucher Report for October to be approved by the complete board. The motion passed.
 - B. **Fund Balance Report for October.** Informational only. Wade and Kurt recalled a meeting they held with the bank, and positive pay would be added to all the accounts. Wade also reported that measures to protect against fraud had been recently implemented. He added that they only use Electronic Fund Transfer (EFT) or Automated Clearing House (ACH) infrequently, so the likelihood of fraud is extremely low. Wade added that they made the October payment on the bond, both interest and principal, in a little over \$3 million. The next payment, due in the Spring, will be interest only.
3. **Old Business.**
 - A. **Fire Chiefs Association Request (Berk Report).** Terry presented this proposal. Snohomish County EMS is a small stand-alone organization consisting of three part-time employees, including a contracted medical doctor. Their role and function is to make sure every EMT and Paramedic in the county are certified and the protocols that they follow are managed and governed. In the last few years, the organization has struggled to function properly. Earlier in the year the Fire Chiefs Association asked SNO911 to facilitate hiring a consultant to come in and perform a feasibility study to examine where improvements could be made. Berk Consulting was selected to perform the study, and they conducted large scale stakeholder interviews and meetings. Following their methods, they recommendation taking the EMS agency and potentially merge it with Snohomish County 911, as a separate department, with separate EMS leadership. He included the feasibility study for the committee's reference, as well as some next steps to be considered. Terry reported that the Fire Chiefs Association took action and approved each of the steps that were recommended. He spoke about the interim Director that has been tentatively selected, as well as some governance details that will need to be fully developed. The Fire Chiefs Assn. recommended creating a Governance Task Force to explore how the agency could integrate with SNO911. They have asked for the SNO911 Board to appoint two members to participate: a Fire Commissioner and a Fire Chief. Terry explained that it will likely be up the Board to determine if they want to follow this recommendation, or be more of a representation of the SNO911 Board. Dave DeMarco also shared some necessary background of the program. There was discussion on the benefits of representation beyond the Fire Service and how that could lend additional credibility to the SNO911 Board. More discussion followed.

Derek Daniels moved to advance the EMS discussion to the SNO911 board for consideration, to include the additional information that was proposed at the meeting. The motion was seconded by Jim Lawless and approved unanimously.

4. New Business.

- A. Resolution to Designate Auditor.** Wade explained that Attorney, Jordan Stephens, requested this resolution and told him there needs to be a designated auditor for all the internal transactions within the agency. He added that this has been the practice in the agency, but it hasn't been formalized. He's asking for the committee to move this to the board for approval. Staff is asking that it be moved to the consent agenda.

Derek Daniels moved to place Resolution No. 23-03 on the consent agenda for Board approval. The motion was seconded by Jim Lawless and approved unanimously.

- B. Medic One Awarded Funding for PulsePoint.** Kurt explained that the grant application to Medic One was approved for PulsePoint in the amount of \$28,000. This will be their last contribution and for future years Medic One stipulated that it will need to be funded by SNO911. No action was needed.
- C. Fleet Expansion Requests.** Terry explained that they've received two requests this month, one from Marysville Fire, due to an additional vehicle being added to their fleet in 2024, and South County Fire is adding four new vehicles. These requests can be satisfied from existing stock, but staff is also requesting that the stock be replenished. This will result in 15 additional mobile radios and 10 portable radios.

Ken Klein moved to recommend authorizing staff to move forward with the purchase of the new radio equipment and distribution of existing inventory as outlined in the summary provided. The motion was seconded by Jim Lawless and approved unanimously.

5. Good of the Order.

- Kurt announced that Attorney Rod Younker will be at the November board meeting to update the board on negotiations with the Supervisors Union.
- Staff is continuing having very active discussions with Lydig on the future facility project. He will be updating the board at their next meeting.
- Derek Daniels reported that South County Fire held an emergency preparedness expo last Saturday. He commented that SNO911 had a table but there wasn't much to hand out. He inquired on whether there would be any material available for future times. Kurt will follow up with the recruiter.
- Following a comment that Derek Daniels made about a recent Commissioner Meeting, Kurt reported that they will be implementing a different, more secure, version of Zoom in the near future.

Adjourn. The meeting was adjourned at 2:21 p.m. The next meeting is scheduled for December 14, 2023 at 1:30 p.m.

Snohomish County 911
Personnel Committee
Meeting Summary for November 8th 2023 - 9:00 a.m.

Meeting Attendance:

Committee Members					
George Hurst, Chair	X	Thad Hovis		Jonathan Ventura	X
Staff Support Team					
Kurt Mills	X	Terry Peterson	X	Andie Burton	X
Tiffani Brown (notetaker)	X	Rosie Akopyan			

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

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

1. **Review Staffing Report.** Terry stated that two new dispatchers are starting in December and overall the Dispatch Center has 11 vacancies at this time. Kurt added that the GIS positions have two people in the background review phase. The Board approved keeping Chris Gass as a temporary employee through May of 2024 to help train the new dispatchers and with the Tyler/New World upgrade scheduled for Q1 of 2024.
2. **Employee Survey Review.** Kurt shared preliminary findings of the survey with the group and a robust discussion took place. A full report summary will be provided in the Board packet this month.
3. **Fire Chiefs Association Requests (Berk Report).**
 - a. **Contract for Interim EMS Director.** Terry reminded the group that Snohomish County EMS is an independent organization whose primary function is to certify all EMT's and paramedics in the county and is required by law. Terry reaffirmed the enormous responsibility put on the small office which has been struggling for many years. Earlier this year the Fire Chiefs asked SNO911 to step in and assist by hiring a consultant to conduct a feasibility study of the EMS department. Burke Consulting was hired and conducted a methodical, thorough review including; one on one interviews with every agency and any interested stakeholders on the project. The final report is now available with a few items Terry highlighted for SNO911 to take action on. The first being to hire an interim director and second to evaluate if that department can be integrated into SNO911 in the future. The fire chiefs have already taken some action, including approved the budget and hiring the interim director (Scott Dorsey, a retired chief with decades of experience in Snohomish county). Terry showed an example of what the organizational chart could look like if EMS did become a department within SNO911, however ultimately it is up to the Board for final decision. It was voiced that this project is important to the community and noted that representation on this Board should have a general governance background not necessarily a fire background.
 - b. **Participation in Governance Taskforce.** SNO911 plans to bring forward an action proposal form this month to the Board and be the contract holder to be the contract holder for the interim EMS programs. This will go before the board this month. With anticipation on a start date being December 2023.

4. **2024 Appointive Staff COLA.** Committee discussed the process of making a recommendation for 2024 COLA at the Board of Directors in December.
5. **Round Table.** Terry shared a proclamation document that the City of Lynnwood has declared October 28th as National First Responders Day. Chief Ventura invited SNO911 staff to help volunteer at their annual Holidays with Heroes event happening in December. Andie shared that the logo-wear fundraiser was successful in collecting donations for the Maui relief charities.
6. **The committee adjourned at 10:36 a.m.** The next Personnel Committee Meeting is scheduled for Wednesday, December 13th, 2023 at 9:00 a.m.