



**Southwest Snohomish County
Communications Agency**

City of Brier
City of Edmonds
City of Lynnwood
City of Mill Creek
City of Mountlake Terrace
City of Mukilteo
Town of Woodway
Snohomish County Fire District 1

Brier City Hall
Lower Level Large Meeting Room
2901 228 St SW
Brier, WA 98036

**SNOCOM BOARD OF DIRECTORS
REGULAR MEETING AGENDA**

Thursday November 10, 2016, 8:30 a.m.

A. CALL TO ORDER

B. PUBLIC COMMENTS

C. PRESIDENT AND BOARD COMMENTS

D. CONSENT AGENDA

1. **SC 2016-11-1 Minutes (October 13, 2016)
Regular SNOCOM Meeting**
2. **SC 2016-11-2 Payroll and Adjustments for
October 2016, in the amount of \$351,919.44**
3. **SC 2016-10-3 Expenditures and Adjustments for
October 2016, in the amount of \$65,090.75**

E. Consolidation Workgroup Committee Report – Karen Reed

F. REPORTS

1. **Director's Report**
2. **SERS Report**
3. **Budget Committee Report**
4. **Personnel Committee Report**
5. **Vision Committee Report**
6. **E911 Committee Report**
7. **TAC Reports**
8. **PSTC Report**

G. ANNOUNCEMENTS

**H. EXECUTIVE SESSION, if needed, pursuant to RCW
42.30.110.**

I. ADJOURNMENT

THE PUBLIC IS INVITED TO ATTEND

Parking and meeting rooms are accessible for persons with disabilities. Upon reasonable notice to SNOCOM at (425) 775-5201, SNOCOM will make a reasonable effort to accommodate those who need special assistance to attend the Board of Directors Meeting.



SNOCOM

CONSENT AGENDA REQUEST

Date: November 10, 2016

Request No.: SC2016-10-01

Requested By: Terry Peterson, Executive Director

Subject: Approval SNOCOM Regular Meeting Minutes

It is requested that these minutes be approved as submitted.

*Leading the way with integrity and professionalism in public safety communications
through solution-oriented teamwork*

SNOCOM BOARD of DIRECTORS MEETING

October 13, 2016

Board Members & SNOCOM Management in Attendance	<input checked="" type="checkbox"/> Bob Colinas	Brier	<input type="checkbox"/> Laura Sonmore	Mountlake Terrace
	<input checked="" type="checkbox"/> Al Compaan	Edmonds	<input type="checkbox"/> Jennifer Gregerson	Mukilteo
	<input type="checkbox"/> Thomas Mesaros	Edmonds	<input checked="" type="checkbox"/> Kent Saltonstall	Woodway
	<input checked="" type="checkbox"/> George Hurst	Lynnwood	<input checked="" type="checkbox"/> David Chan	Fire District 1
	<input checked="" type="checkbox"/> Ian Cotton	Lynnwood	<input checked="" type="checkbox"/> Terry Peterson	SNOCOM
	<input checked="" type="checkbox"/> Pam Pruitt	Mill Creek	<input checked="" type="checkbox"/> Karen McKay	SNOCOM
	<input checked="" type="checkbox"/> Jerry Smith	Mountlake Terrace	<input checked="" type="checkbox"/> Andie Hanson	SNOCOM
Alternate Board Members in Attendance	<input type="checkbox"/> Mark Olson	Brier	<input checked="" type="checkbox"/> Chris Alexander	Mukilteo
	<input checked="" type="checkbox"/> Jim Lawless	Edmonds	<input type="checkbox"/> Cheol Kang	Mukilteo
	<input checked="" type="checkbox"/> Don Anderson	Edmonds	<input type="checkbox"/> Christopher Phillips	Mukilteo
	<input checked="" type="checkbox"/> Bryan Stanifer	Lynnwood	<input checked="" type="checkbox"/> Tom Howard	Woodway
	<input checked="" type="checkbox"/> Scott Cockrum	Lynnwood	<input type="checkbox"/> Tom Whitson	Woodway
	<input checked="" type="checkbox"/> Greg Elwin	Mill Creek	<input checked="" type="checkbox"/> Brad Reading	Fire District 1
	<input checked="" type="checkbox"/> Scott Hugill	Mountlake Terrace	<input type="checkbox"/> Bob Eastman	Fire District 1
	<input type="checkbox"/> Greg Wilson	Mountlake Terrace		
Guests and SNOCOM Staff in Attendance	Pete Caw, Mountlake Terrace PD		Karen Reed	
	Vickie Thoroughman, E-911		Sharon Brendle, SNOCOM	
	Jon (Wiz) Wiswell, SERS			

AGENDA ITEMS	REPORTS & COMMENTS	ACTION/ FOLLOW-UP
Call to Order & Introductions	SNOCOM Board President, Jerry Smith, called the meeting to order at 8:32 a.m. He asked everyone in attendance to state their name for the record.	
Public Comments	None	
President & Board Comments	<p>President Smith asked the board if they would object to having Karen Reed, the Joint Task Force facilitator, provide a briefing on the status of the consolidation discussion. There were no objections to this question. Ms. Reed will provide her briefing later in the meeting.</p> <p>Mayor Colinas brought up a matter that was raised by FD1 Commissioner David Chan. In addition to the work that Ms. Reed is doing with the Joint Task Force, she is also involved in facilitating a regional fire discussion with the City of Lynnwood and Fire District 1. Fire District 1 has no concerns, but Commissioner Chan wanted to make sure SNOCOM didn't feel there was a conflict of interest. President Smith asked the board members present, and there were no objections in her involvement with the regional fire discussion.</p>	
Consent Agenda: Minutes,	<ol style="list-style-type: none"> 1. SC 2016-10-1A and 1B, Minutes of the Joint and Regular Meetings of September 15, 2016 2. SC 2016-10-2 Payroll and Adjustments for the month of: <div style="display: flex; justify-content: space-around; width: 100%;"> September 2016 \$349,521.52 </div> 	

AGENDA ITEMS	REPORTS & COMMENTS	ACTION/ FOLLOW-UP
Payroll, and Expenditures	<p>3. SC 2016-10-3 Expenditures and Adjustments for the month of: September 2016 \$76,838.99</p> <p><i>Mayor Colinas made a motion to approve the Consent Agenda, items 1, 2, and 3, as listed. The motion was seconded by Mr. Cotton and approved unanimously.</i></p>	Consent Agenda approved
Reports	<p>1. SNOCOM Director's Report. Director Peterson reported that expenditures were tracking well. The budget shows that the agency underspent slightly and he explained this was most likely caused by the current staffing levels.</p> <p>NW Project. There was a significant outage reported on Sunday afternoon, starting around 2:00 p.m. with all connectivity restored around 7:00 p.m. IT staff from both call centers responded very quickly. It was determined the outage was caused by a piece of network hardware that was overloaded with traffic. This piece is being replaced with one that has a higher load capacity. They are still investigating as to what caused the additional load.</p> <p>Critical Situation Management Program. This is commonly called the Crit-Sit Process. Operations Manager Andie Hanson works directly with NWS. This program highlights the most critical and priority items in order to move them into the latest Hotfixes and payloads. Hotfix 12 was delivered on September 23rd and installed on the test system on September 27th. This has been tested and is scheduled to be installed on the production system on October 19th. Installation occurs in the middle of the night, around 2:00 a.m. and takes around 3 or 4 hours.</p> <p>New World Version 11. Director Peterson said this is the upgrade path they have all anticipated for quite some time. This version is different than the hotfixes that have been received every 5 weeks, and would be more like a mini Go-Live for the county. The director said they are now at a point to make hardware purchases. He is requesting authorization from the board to move forward with the purchase of servers and related equipment not to exceed \$143,000. He explained that the purchase has been expected and that most of the funds are available through the capital replacement program. He has also discussed this matter with the Budget Committee.</p> <p><i>Mayor Colinas made a motion to authorize up to \$143,000 for the upgrade to New World Version 11. The motion was seconded by Mr. Cotton. Following some brief discussion, President Smith called for a vote. The motion passed unanimously.</i></p> <p>RAVE Panic Button/Smart 911. Director Peterson reported that with the board's previous authorization, they have executed the contract following legal review. Operations Manager McKay is SNOCOM's project manager and has scheduled a kick-off</p>	Motion passed

AGENDA ITEMS	REPORTS & COMMENTS	ACTION/ FOLLOW-UP
	<p>meeting with the vendor later today. He thinks he'll have more to report on this at the next Board meeting.</p> <p>(Emergency Medical Dispatch) Program. The director explained that a team from both SNOCOM and SNOPAC traveled to California where they visited a dispatch center in Kern County who uses ProQA for their EMD program. ProQA is one of the two platforms they have been interested in looking at following the NENA conference. Kern County has been using ProQA for several years and the team feels very confident in moving forward in acquiring this platform for their combined use. The director said they are now exploring the appropriate purchasing vehicle. He added that there is funding available from the county's E911 program office. Mayor Colinas asked if a summary could be provided at the November meeting that would inform the board on the benefits of that program. President Smith asked if costs could be included in the summary.</p> <p>Radio Console Replacement. This project is complete. He expressed his thanks to SERS and their staff for making the replacement a seamless operation for SNOCOM. He added that there are 3 milestone payments remaining totaling just over \$1.1 million.</p> <p>Mayor Colinas stated that in the review by the Budget Committee, they identified funds available in the CAD/RMS fund to help cover the amount needed to pay for the radio console replacements. The CAD/RMS fund will still be maintained for miscellaneous needs as the NW project moves forward.</p> <p><i>Mayor Colinas moved to authorize the transfer of \$200,000 from the CAD/RMS fund, 668, to the Capital Reserve Fund, 670 to support the expenditure of the replacement radio console systems. The motion was seconded by Mr. Cotton, and passed unanimously.</i></p> <p>First Watch. Mukilteo Fire Chief, Chris Alexander, asked on the status of First Watch. Director Peterson said they were still investigating and looking at the contract to see how to best move forward. He explained that Mukilteo had asked what it would take to join SNOPAC in a third party reporting product called First Watch. SNOCOM is currently evaluating the terms and costs of this contract.</p> <p>Staffing. Chief Compaan asked the director about staffing. The director explained that SNOCOM is currently down 4 dispatch positions. He added that they are actively trying to fill the positions as soon as possible, and have used the media to help get the word out. This outreach has proved to be successful.</p> <p>2. SERS. Director Wiswell reported on the following:</p> <p>a) <u>Rebanding.</u> This is continuing and Motorola will be back out on 10/31 to finish re-programming.</p>	<p>The director to provide a summary presentation on ProQA, including costs, at the November meeting.</p> <p>Motion to transfer funds from 668 to 670 approved.</p>

AGENDA ITEMS	REPORTS & COMMENTS	ACTION/ FOLLOW-UP
	<p>b) <u>Generator fail at Granite Falls.</u> The generator has been repaired. It's one of the sites where there isn't a main source of power so the site is run exclusively by two generators. The back up one took over after the failure. He added that the generators are currently at the end of their life, and are scheduled for replacement next year.</p> <p>c) <u>Battery updates.</u> This project is just about done, with only two more batteries scheduled for inspection.</p> <p>d) <u>Tower inspections.</u> Repair quotes have been received and they are scheduling two tower repairs. Still waiting for quotes on the 5th tower.</p> <p>e) <u>Console project.</u> He said he was very pleased with how that project went. There are only a few punch list items that need to be taken care of. Weekly meetings with Motorola are continuing. All of the old equipment has been uninstalled. King County has asked for some of the old equipment, since they won't be updating their consoles until the new cutover in 2020 or 2025.</p> <p>f) <u>Employee Policy and Operational Procedures Manual.</u> SERS has hired a consultant to help re-write their policy manual. The final draft is in review with legal and he thinks this project should be wrapped up soon.</p> <p>g) <u>Clinton Site move.</u> The site is expected to move about 2 ½ miles northwest of where it is currently located. Preliminary evaluations for radio coverage are also being done.</p> <p>h) <u>Tulalip Police.</u> He participated in a meeting with Tulalip's police chief, SERS governance Chair and SNOPAC's Director, Kurt Mills. Tulalip is interested in coming onto the SERS system.</p> <p>i) <u>PSERN.</u> Mayor Colinas asked to share the findings of a study on consolidating both radio systems, PSERN and SERS. In the new concept, SERS would be combined with PSERN (Puget Sound Emergency Radio Network) resulting in a new governance model as well as a new assessment method.</p> <p>3. Budget Report. In addition to previously reported matters, Mayor Colinas reported that the budget committee discussed the adjustment of Woodway's assessment for 2017 since SNOCOM no longer dispatches fire services for Woodway. This reduces the assessment by about \$6,300 per year. Mayor Colinas noted that Dr. Saltonstall, a councilmember from the Town of Woodway, excused himself from this discussion.</p> <p>4. Personnel Report. Chief Alexander stated that he would make his report during the Executive Session.</p> <p>5. Vision Committee Report. No meetings during the consolidation discussions.</p>	

AGENDA ITEMS	REPORTS & COMMENTS	ACTION/ FOLLOW-UP
	<p>6. Consolidation Workgroup Committee Report. Karen Reed, the group’s facilitator reported on the following:</p> <ul style="list-style-type: none"> a) She acknowledged the members of the JTF: Mayor Colinas, DC Stanifer, AC Reading, and Non-Voting members Chief Compaan and Director Wiswell, representing SERS. b) She will be providing updates on 4 items, 2 will need feedback and action, and two are informational items. c) Scope of Services Statement. This impacts the organizational structure for consolidation. The JTF is recommending they model a consolidated agency: services provided will continue to be provided, all of the call taker and dispatch staff are cross-trained to handle all three types of calls (fire, police & emergency medical). The group is asking for support of this modeling statement. <i>AC Lawless moved to support the model for the Scope of Services, as stated by the Joint Task Force. The motion was seconded by Chief Alexander. The motion passed unanimously.</i> d) Governance Principles. She reported that following extensive discussion of the JTF, there was unanimous recommendation to forward 14 principles for feedback. She added that these principles have grown out of and are consistent with the statement of values and principles that were adopted by the board back in July. She explained that these principles are fairly middle of the road practices that other agencies have successfully deployed. <ul style="list-style-type: none"> 1) The governance board should be between 12 and 19 members. 2) The board should include representation from cities, county, fire and police agencies, and/or their representatives. 3) The board composition should consider the workload of fire and police agencies as represented. 4) Different interests of small, medium, and large cities or agencies should be represented. 5) Geographic location of agencies is not very important in allocating board seats. Size of the agencies, as well as services provided are more important. 6) There should be a mix of operational and elected representatives on the board. 7) The legislative authorities should make the appointments to whatever caucus is deciding who represents them. 8) The legislative-appointed people, who have been sent to pick their board representatives in a caucus, should have the freedom to decide whether or not they want an 	<p>Motion approved</p>

AGENDA ITEMS	REPORTS & COMMENTS	ACTION/ FOLLOW-UP
	<p>elected official to represent them or a senior staff person to represent them, or if they have multiple seats, they do both.</p> <p>9) The JTF does not recommend having a general public representative.</p> <p>10) A dynamic structure model, with rules regarding population and workload changes, would be recommended.</p> <p>11) A single, designated alternate, encouraged to attend board meetings regularly to be well informed.</p> <p>12) Super majority voting for major operational and financial issues.</p> <p>13) A single agency should not be able to stop the consolidated agency from moving forward on important actions.</p> <p>14) Technical Advisory Committees, one for police and one for fire should continue to meet and provide input and advice to agency leadership.</p> <p><i>Following extensive discussion on each principle, the SNOCOM Board agreed with all 14. There was some clarifying language suggested by the Board that Ms. Reed said she would incorporate.</i></p> <p>e) Ms. Reed added that the JTF was hopeful that city councils would take advantage of the opportunity to have either Director Peterson or Director Mills come to speak to their councils and bring them up to date on the status of the project. She said that only Everett and Fire District 1 had requested a briefing. Ms. Reed encouraged that the remaining councils schedule a briefing. Mayor Colinas explained that he is holding off on having Director Peterson speak to his council until more topics can be included. Other board members explained that following budget preparation and the holidays they hope to schedule a time with the directors.</p> <p>f) Regarding the survey responses from SNOCOM, SNOPAC and SERS employees, Ms. Reed said they were thoughtful, raised some personal issues, suggested constructive solutions, and had some good detailed comments. The majority of all three employee groups expressed an excitement about the possibility of being able to improve the level of public safety and the level of service they could provide through consolidation.</p> <p>g) She also provided a document that she encouraged the board members to read. It lists the high level “take-away” points on call transfers that the joint task force wants everyone to understand.</p> <p>Mayor Colinas questioned on whether the next Joint Board meeting, scheduled for November 2nd, was really necessary and</p>	<p>Mr. Cotton requested a list of the areas that would only be changeable with a unanimous decision.</p> <p>SNOCOM approved all 14 principles.</p>

AGENDA ITEMS	REPORTS & COMMENTS	ACTION/ FOLLOW-UP
	<p>suggested cancelling it for a more substance-filled meeting on December 14th. Ms. Reed said that would be up to the boards to decide.</p> <p>She concluded by thanking everyone for supporting the work of the Joint Task Force.</p> <p>7. E-911 Committee Report. Director Peterson reported that Manager Laura Caster has retired and Vickie Thoroughman is the interim E911 manager with the county.</p> <p>8. TAC Reports:</p> <p>Police – None Fire – None</p> <p>9. PSTC – None</p>	
Executive Session	<p>President Smith recessed at 10:48 a.m. in order to move into Executive Session. Said session is pursuant to RCW 42.30.110, for the purposes of discussing the performance of a public employee. The session is expected to begin at 10:55 and last approximately 20 minutes.</p>	
Reconvene	<p>President Smith reconvened the regular meeting at 11:14 a.m. to conduct the following action:</p> <p><i>Following the review of the director's evaluation during the Executive Session, Chief Compaan moved to award a 2 percent merit increase to Director Peterson, effective October 16, 2016. The motion was seconded by Dr. Saltonstall and passed unanimously.</i></p> <p>Chief Compaan added that he very much appreciates the service that Director Peterson has provided to the organization.</p>	Motion passed
Adjourn	<p>There being no further business, the meeting was adjourned by President Smith at 11:15 a.m.</p> <p><i>Since the meeting, the November Joint Board meeting has been cancelled. The next SNOCOM Regular Board meeting will be held November 10, 2016 at Brier City Hall.</i></p>	

Jerry Smith, SNOCOM Board President

Date



SNOCOM

CONSENT AGENDA REQUEST

Date: November 10, 2016

Request No.: SC2016-11-02

Requested By: Terry Peterson, Executive Director

Subject: **PAYROLL & ADJUSTMENTS – October 2016**

Attached are copies of the payroll records, including adjustments and employee benefit vouchers, if any, which have previously been given interim approval by President Smith on November 3, 2016. The attached records cover the following pay periods and amounts.

- Pay period of October 1 through October 15, 2016, in the amount of \$204,042.10
- Pay period of October 16 through October 31, 2016, in the amount of \$147,877.34

It is requested that the above payroll and adjustments be approved as submitted.

**Payroll and Adjustments
Including Overtime and Benefits
October 2016**

Salaries	111,895.77
Overtime	\$23,518.47
Benefits	<u>\$68,627.86</u>
Subtotal for 10/15/16	\$204,042.10

Salaries	\$108,200.57
Overtime	16,795.17
Benefits	<u>22,881.60</u>
Subtotal for 10/31/16	\$147,877.34
Total for October 2016	<u><u>\$351,919.44</u></u>

Interim Approval:



Jerry Smith, President

11/3/16

Date

Final Approval:

Jerry Smith, President

Date

Terry Peterson, Executive Director

Date



SNOCOM

CONSENT AGENDA REQUEST

Date: November 10, 2016
Request No.: SC2016-10-03
Requested By: Terry Peterson, Executive Director
Subject: **EXPENDITURES – October 2016**

Attached are copies of expenditure records which have previously been given interim approval by President Smith on November 3, 2016

The attached records cover the following interim approvals:

Expenditures on October 4, 2016	\$38,715.94
Expenditures on September 19, 2016	<u>\$26,374.81</u>
Total Expenditures for October 2016	\$65,090.75

It is requested that the above expenditures be approved as submitted.

SNOCOM

Expenditure Detail Report

October 4, 2016

<u>CHECK NO</u>	<u>NAME</u>	<u>AMOUNT</u>
59539	AT&T Mobility	\$31.24
59540	Business Telecom Products Inc	\$659.90
59541	Comcast	\$44.21
59542	DirectTV	\$7.00
59543	Dish Network	\$104.60
59544	ESO Solutions	\$2,480.11
59545	Frontier	\$1,393.42
59546	Green Slate Landscaping	\$206.12
59547	Vantagepoint Transfer Agent	\$12,782.95
59548	KCDA Purchasing Cooperative	\$118.07
59549	Odgen, Murphy, Wallace PLLC	\$300.00
59550	Openworks	\$1,005.00
59551	Platt Electric Supply	\$214.23
59552	Public Safety Selection PC	\$750.00
59553	PUD #1 of Snohomish County	\$3,488.85
59554	Puget Sound Energy	\$72.20
59555	Ricoh USA, Inc.	\$18.25
59556	Ricoh USA, Inc.	\$674.22
59557	SNOCOM Dispatchers Association	\$1,102.25
59558	SNOCOM Employee Assn	\$40.00
59559	Staples Business Advantage	\$64.32
59560	Wa State Patrol	\$10,659.00
59561	West Safety Solutions	\$2,500.00
Total for October 4, 2016		\$38,715.94

Interim Approval:



 Jerry Smith, President



 Date

Final Approval:

Jerry Smith, President

Date

Terry Peterson, Executive Director

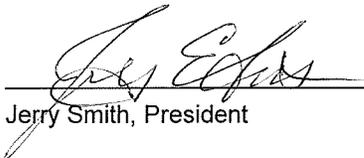
Date

SNOCOM

Expenditure Detail Report October 17, 2016

<u>CHECK NO</u>	<u>NAME</u>	<u>AMOUNT</u>
59680	AAA Fire & Safety, Inc.	\$174.03
59681	AT&T	\$52.54
59682	Bluecosmo, Inc.	\$54.28
59683	Comcast	\$201.37
59684	City of Edmonds	\$600.00
59685	Frontier	\$289.17
59686	Keeney's	\$736.76
59687	LeMay Mobile Shredding	\$4.65
59688	Lexis Nexis	\$510.57
59689	Microsoft Corp	\$52.70
59690	National Emergency Number Assn	\$675.00
59691	NI Government Services Inc	\$85.54
59692	Openworks	\$1,005.00
59693	Platt Electric Supply	\$189.70
59694	PST Investigations	\$500.00
59695	Real Time Communications	\$99.99
59696	SNOPAC	\$2,749.25
59697	Staples Business Advantage	\$265.49
59698	T-Mobile	\$17.70
59699	Union Bank	\$3,699.81
59700	Verizon Wireless	\$504.34
59701	Michael Waters	\$70.00
59703	Vantagepoint Transfer Agent	\$12,694.67
59704	SNOCOM Dispatchers Association	\$1,102.25
59705	SNOCOM Employees Assn	\$40.00
Total for October 17, 2016		\$26,374.81

Interim Approval:



Jerry Smith, President



Date

Final Approval:

Jerry Smith, President

Date

Terry Peterson, Executive Director

Date



SNOCOM MEMORANDUM

Date: November 7, 2016
To: SNOCOM Board Members
From: Terry Peterson, Executive Director

Good afternoon SNOCOM Board Members,

Please find the Director's Report and other related documents for the November Board Meeting.

Recent Board Action Items

- ✓ Consent Agenda
- ✓ New World Version 11 Hardware
- ✓ Transfer Funds for Radio Console Payment
- ✓ Support JTF Scope of Services
- ✓ Support JTF 14 Governance Principles
- ✓ Director Merit Increase

Financial Reports – October 2016

- ✓ Will be provided at the board meeting

BUDGET

2016 Budget

PROJECTS

The tables below contain a snapshot of information about projects that SNOCOM staff are involved with. Projects often involve both financial and staff time implications and are listed here for general awareness.

Table 1 - Projects in Process

Project	Involved	Impact
New World System	SNOCOM, SNOPAC – All member agencies	Countywide - Regional
Text messaging to 911	State, Counties and PSAPs	Regional - Statewide
Rave Panic Button	Mill Creek, SNOCOM, SNOPAC and Everett School District	Countywide - Mill Creek Schools

Emergency Medical Dispatch (EMD) Program	SNOCOM, SNO PAC, E911, Fire agencies	Countywide
Radio Console Replacement	SNOCOM, SNO PAC, SERS	Public Safety Agencies
Alternate Routing	SNOCOM and 2-3 PSAPs	Stakeholders, citizens, staff
Pulse Point	SNOCOM, SNO PAC	Countywide - Regional
Non-Emergency Number	SNOCOM, SNO PAC, E911	Countywide
<i>Records Disclosure</i>	All agencies	Countywide
<i>Crime Analysis Software</i>	SNOCOM and Agencies	Countywide
<i>911 Equipment Upgrade</i>	SNOCOM, SNO PAC, E911	Countywide 911 Service

Table 2 - Projects identified for the future

Project	Involved	Impact
Next Generation 911	SNOCOM, SNO PAC, Snohomish and King County E911	Regional, State and National
<i>Dispatch Workstation Replacement</i>	SNOCOM	SNOCOM
<i>Electronic Scheduling</i>	SNOCOM	SNOCOM

New World Project

A summary of the updates and project status:

- Continuation of a “critical situation” management program. We are now in Phase 3 of this process. Overall we are tracking several successful “needle movers” including the command line enhancements and others that are scheduled for future hotfix releases. This crit-sit process is an enhanced method for tracking all of the project issues/problems/bugs in one single format. A master list of issues has been created and is being used to track all of the most important items. Weekly conference calls are leveraged to manage the ongoing status of each issue being tracked.
- Hotfix 12 was successfully installed on October 19, 2016. The hotfix included a total of 28 items.
- Hotfix 13 was delivered and has been installed on the test system. One Priority 1 issue has been identified which may delay implementing this hotfix on the production system. If the issue is resolved in time, Hotfix 13 is scheduled to be installed in the production system on November 30, 2016.
- The second edition of the LoggedIn newsletter is included as **Attachment 1**. Printed copies will be available at the board meeting. Our hope is for agencies to more widely distribute this information at their home departments.

New World Version 11

The ultimate plan is for the project to move to New World version 11. This will allow our project to get back on the most current software delivery track and take advantage of many needed system enhancements. Per direction at the October 2016 board meeting, we have ordered and have already begun to receive the hardware for version 11. Director Mills and I have completed our contract review and have identified a combined cost to build the new version 11 test environment at \$45,200. The quote includes the necessary New World professional service (labor), travel estimates, and Esri 10.2 licensing. It is important to note there will also be an additional shared annual cost associated with the Esri license of \$2,500 per year.

Once we work with New World on the test system build, we will have a much better handle on the work involved to build out the version 11 production environment. There may be some New World service costs when we get to this point in the project. There is adequate funding for the requests and future costs remaining in the New World CAD/RMS reserve.

New World & Data Entry for Police

No Update.

SNOCOM has historically provided data entry services on behalf of our member agencies. This includes processing for misdemeanor warrants, orders of protection, some property, vehicles, guns, and missing persons. Specific to warrant entry, there are enhanced features in Tyler that link the warrant to a global subject and location. This provides enhanced features for officers through the Tyler mobile product.

Over the last few months, SNOCOM staff have tested the entry processes in order to update our training and policies to maximize the use of the system. We have found the time and effort it takes to completely process warrants in Tyler in the most desirable way, simply takes too long. We continue to work with Police TAC to brainstorm ideas to help meet the needs of the agencies. More to come as we develop options.

Rave Panic Button & Smart 911

The Smart 911 system is technically installed and operational. Supervisory staff are scheduled to complete training this week with an anticipated launch later this month. Following the launch of Smart 911, staff will work with the Everett School district to work on the Panic Button to cover the schools within the Mill Creek jurisdiction.

Bair Analytics / LexisNexis

The online system has been launched! You can visit the public portal at <https://communitycrimemap.com/> Agencies adopted a template developed by the Everett Police Department. This template configures things like which crime types appear, how they are categorized, and how addresses are randomized. Everett PD will be hosting an administrator class on November 9, 2016. Detailed information about the class has already been circulated to our member agencies.

Emergency Medical Dispatch (EMD) Program

Please see the background memo, [Attachment 2](#).

COMMITTEES, BOARDS, AND ASSOCIATIONS

CAD Oversight Council (COC) and New World Project

No Update.

The COC continued to discuss the transition from the existing go-live support model to a model that focuses on building user groups. The COC adopted the JPACC bylaws. The committee will look at revising its own bylaws to support the new project structure. The COC recently discussed the need to provide for succession planning for key project players. This is one of the reasons behind the user group model.

Public Safety Technology Committee (PSTC)

No Update.

I have accepted the nomination of Chair and Director Mills has stepped down to vice chair. As New World has dominated many of these meetings, the committee will consider a proposal decreasing the meeting frequency.

Consolidation Committee

Please see separate update materials incorporated into the board packet.

911 RELATED ITEMS OF INTEREST

Non-Emergency Number Workgroup (NE)

We continue to see usage of the new non-emergency numbers. You can see below, SNOCOM receives close to 50 calls per day on average.

Table 3 – Non Emergency Calls

Month	Number of Calls
2016 - June	1,319
2016 - July	1,550
2016 - August	1,513
2016 - September	1,341
2016 - October	1,368

PERSONNEL RELATED UPDATES

Personnel

Staffing – Overall

SNOCOM has two conditional offers of employment signed with tentative start dates of November 21. New employees should start in the next few weeks. Several other candidates remain in the background process.

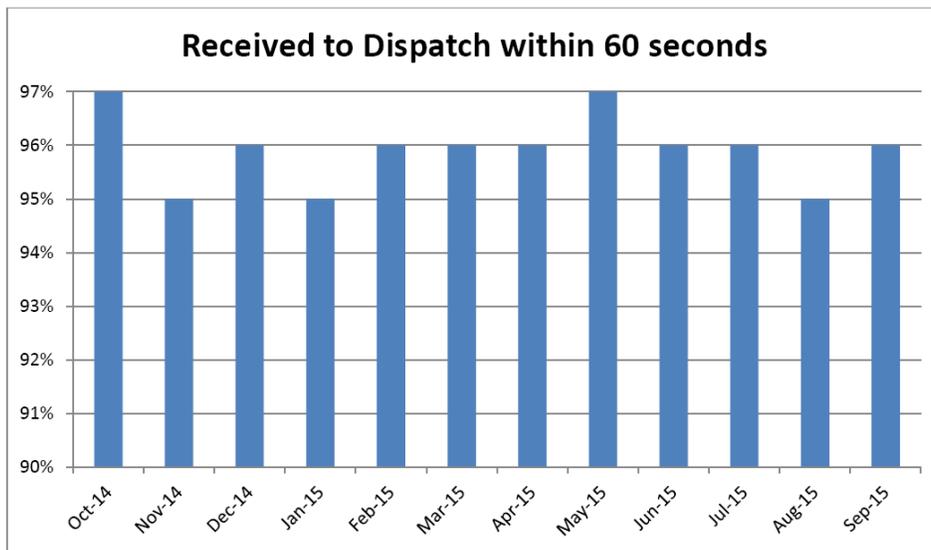
Table 4 – Agency Personnel Status

	Authorized Personnel	Current Employees	CT Certified / In Training	Police Certified / In Training	Fire Certified / In Training
Dispatch Supervisors	5	4	4	4	4
Training Supervisors	1	1	1	1	1
Dispatch Employees	28	24.5	22.5 / 2	20.5 / 2	20.5 / 0
Total	34	29.5	27.5	25.5	25.5
Authorized Strength		87%			
Operational Strength		75%			
Administrative Personnel	5.5	5.5			
Info Services Personnel	5	4			
Total	10.5	9.5			
Authorized Strength		90%			
Overall Staffing	44.5	39			
Overall Staff Percentage		88%			

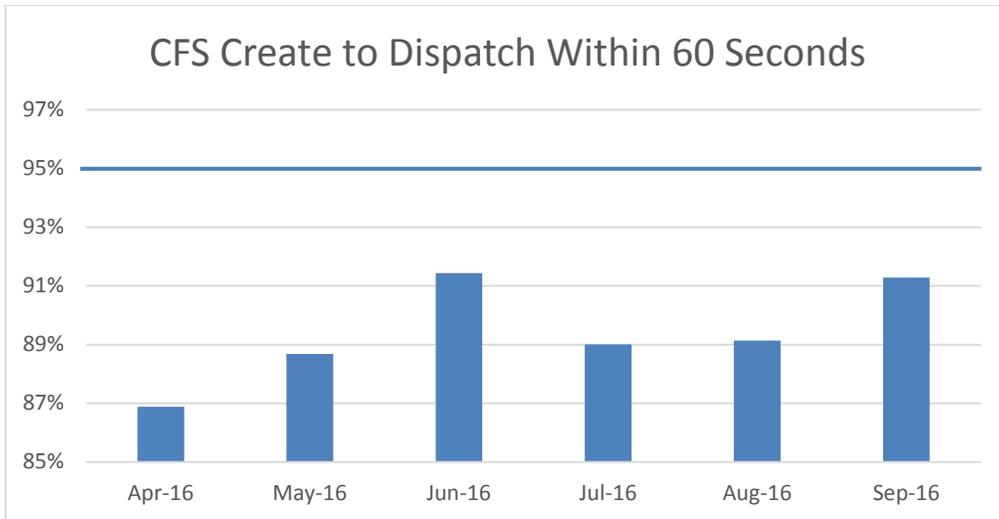
Summary: This table provides a snapshot in time of the current staffing levels.

Agency Performance

SNOCOM has a board driven goal of processing 95% of certain fire and emergency service calls within 60 seconds from receipt to dispatch during an annual period. (Attachment 3, Board Resolution 2005-2) Prior to going live with New World, SNOCOM was able to consistently meet this standard.



As mentioned in previous reports, we recognize since moving to New World, the process and the amount of steps required to complete the entire workflow has changed. Based on our analysis, we believe the increase in the time as compared to the legacy CAD system is more related to how the New World software interacts and less a change in actual call entry performance. We continue to work with New World on making improvements in this area of the application.



Other performance metrics are included in the Operations Update.



SNOCOM MEMORANDUM

Date: November 7, 2016

To: Terry Peterson, Director

From: Karen McKay, Operations Manager Fire Liaison
Andie Hanson, operations Manager, Police Liaison

Subject: **Operations Update**

Fire Communications Changes

The Fire Communications Committee has been working on ways to improve communications and decrease the amount of radio traffic that occurs daily on the fire TACs. On October 17th we implemented the automatic fulfillment of a utility package when there is a confirmed working fire. This will alleviate the fire units on scene from having to ask for one over the radio, therefore reducing some radio traffic.

On October 17th we also eliminated the verbal short report that is given to the fire units when they respond to a normal medical or a non-emergent engine response. The fire units have MDTs on their rigs and are able to read the narrative in the calls so there is no need for a duplicate verbal notification. The dispatchers will still be voicing safety warnings and any emergent information where it's imperative that the responding crews are notified.

Lastly, on November 1st we moved away from dispatching fire and aid calls on two channels to just one. The fire agencies within the city limits were dispatched on TAC7 and the unincorporated areas were dispatched on TAC9. They are now dispatched on TAC7 only. The large scale incidents that were dispatched to a separate TAC (usually TAC8) will still be dispatched on a separate TAC, which can include TAC8 through TAC11.

Training Update

We currently have two trainees on call taking and two on police dispatch. In October, we had one employee fully certified on all disciplines and one employee certified on call taking who began training on police dispatch on November 4th.

*Leading the way with integrity and professionalism in public safety communications
through solution-oriented teamwork*

SNOCOM Text Messages Processed

For the month of October there was one valid text-to-911 incident. The incident was a domestic violence assault situation where the victim was disabled. In this case, it wouldn't have been safe for the caller to make a voice call to 911. The majority of the text-to-911 incidents continue to be accidental. The "Other Complaints" were high this month since we had a subject with some mental health issues text eleven times in one night.

Table 1: SNOCOM 911: Text Messages Processed

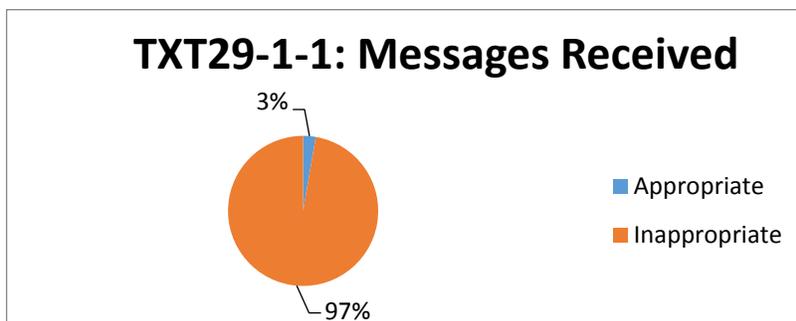
	Category		Total Texts
	Appropriate	Inappropriate	
September 2016	1	36	37
October 2016	1	26	27

Summary: This table contains the total number of text messages processed by the month in 2016. Text messages are separated out by validity. The valid uses of text-to-911 are highlighted in blue.

Table 2: Non-Emergency Text Messages Processed

Non-Emergency Texts	Sept	Oct	TOTAL
Abandoned: Non-Responsive.	5	3	8
Accidental: Device or person accidental TXT 2-911.	9	1	10
Area Checks: Check of area for person, vehicle, gunshot.	0	0	0
Follow-Up: Where is the officer?	3	1	4
Noise: Music, people, etc.	1	1	2
Non-English	0	0	0
Other Complaints: Any other request or complaint.	3	15	18
Prank: Prank TXT 2-911.	2	0	2
Test: PSAP testing/training TXT 2-911, vendor test.	12	0	12
Traffic: Speeders, DUIs, etc.	1	1	2
Voice Call: Dispatchers called texter/texter placed voice call.	0	4	4
TOTAL	36	26	62

Summary: This table indicates the number of non-emergency text-to-911 calls received, categorized by nature of call.



Operational Statistics

Table 3: 2016 YTD Call Answer Standard Compliance

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
# of Days/ Month	31	29	31	30	31	30	31	31	30	31	30	31
# of Days/ Month 90% of Calls Answered Within 10 Seconds During the Busy Hour	25	19	27	25	24	20	18	20	20			
Percentage/ Month Standard Was Met	81%	66%	87%	83%	77%	67%	58%	65%	65%			
Percentage of Calls Answered Within 20 Seconds (Goal 95%)	99%	99%	99%	99%	99%	99%	99%	99%	99%			

Summary: The table above indicates the number of days and the percentile each month where both components of the standard were met. NENA Standard 56-005 recommends 90% of all 9-1-1 calls arriving at the Public Safety Answer Point (PSAP) shall be answered within ten (10) seconds or less during the busy hour and 95% of all 9-1-1 calls should be answered within twenty (20) seconds.



SNOCOM • 911
Southwest Snohomish County Communications Agency



Logged In: Your Public Safety Software News

What's Inside

If you hadn't heard the news, Tyler Technologies, the leader in government software, acquired New World Systems in 2015. Since that time, leaders from SNOCOM/SNOPAC and Tyler Technologies have been working together to improve the user experience with the New World™ software. This newsletter details improvements being made, how those improvements benefit users and what's in store for the future.

What's the Rapid Response Team?

To improve the use and experience of the New World software for end users, leaders from Tyler Technologies and SNOCOM/SNOPAC have created a Rapid Response Team. This team gets together to solve software issues and recommend workflow or business process changes to ensure the software meets the needs of Snohomish County public safety agencies.

This Rapid Response Team, which was created in late June 2016, meets twice a week to discuss and prioritize issues, review progress and plan additional activities.

The plan currently consists of multiple software deliveries for improved functionality, best practice review (BPR), visits from Tyler software experts in several application areas and a dedicated assigned account manager who will be located in the Snohomish County area.

The Rapid Response Team approaches issues in phases to make sure these issues are bundled and prioritized in an organized way to show the most progress.

The team will remain intact until leaders and users agree that the most critical issues are resolved.

Contents

- [About the Newsletter](#) 1
- [What's the Rapid Response Team](#) 1
- [Improving the User Experience](#) 2
- [What is JPAAC](#) 3
- [What's Coming in the Future](#) 3
- [Reporting NW Software Issues](#) 4
- [Communication Tips](#) 4



Improving the User Experience

A hot fix is a delivery vehicle to rectify areas of the code that are not performing properly. With each hot fix, it is the goal of Tyler to positively impact the user experience for those using New World. These hot fixes address warranty issues and enhancements.

View the improvements made with Hot Fix 12 below.

<u>CAD/Dispatch</u>	<u>Corrections</u>	<u>Property & Evidence</u>	<u>Mobile</u>
Improvements made to responsiveness during archiving of NCIC returns	Enhanced auditing over the removal of pending transfers in inmate housing	Improvements made to Quick Property process using the Save/ Same button	Enhanced cross staffing groups to properly trigger a USM update
Enhanced stability during Service Vehicle Rotation Tow requests	Corrected issue with all charges getting unselected when one is unchecked in the Court Appointment	Wireless Property Room feature enhanced to validate user password and permissions	Corrected issue with warrant inquiry giving incorrect permission error
*Added ability to override a unit's current status in order to assign them to a call, i.e. 'Go Command'	Added ability to safely use the close button in the booking wizard and have automatic scheduled events get saved	N/A	Improved multiple control to remove an invalid error when selecting a subject

** While the 'Go Command' was included in HF12, additional enhancements have been requested and are targeted for completion in HF14.*

Upcoming Hot Fixes Scheduled

Hot Fix 13 will include:

1. Enhancements to the CAD Map to show the call address rather than the Lat/Long when a call is created from the map.
2. Cross staffing group changes will be reflected in the Unit Status Monitor right away rather than after a unit status change,

Hot Fix 14 will include:

1. Enhanced visibility and better logic checking for inmate 'keep separates' that are in custody.
2. Inmate Counts (In/Out/Total) will be included by cell rather than just pod/block.



What's Coming in the Future

New World Version 11.7 will represent a significant upgrade for Snohomish County and include numerous improvements and enhancements.

V11.7 is built utilizing embedded 10.2 ESRI components, which the New World software can fully support. This allows the mobile and CAD maps to be consistent and provides enhanced capabilities in recommendations for Fire.

V.11.7 provides full support for Windows 10 Professional/Enterprise editions, SQL 2014 SP2, Office 2016, Office 365/2016, Nova PDF 8 and Adobe Reader DC.

There is a strong desire by both JPACC, Snohomish County IT groups and users to transition to V11.7 soon; however, it is important that we thoroughly test first.

Unlike a hotfix, which makes improvements to the current version, V11.7 is a new version. Once V11.7 is available for testing, JPACC and our subject matter experts can evaluate the software and ensure it meets the needs of users. At that point we can set a timeline for cut-over, which we hope will be first quarter 2017.

New World currently has almost 100 live customers on the 11.x platform, including large customers like York County, PA, and the entire state of Delaware.

ESRI is the global leader for GIS software and has embedded mapping engines inside NWS's software

Tom Visser Checks In

Communication is a vital component to the success of the Snohomish County public safety project.

With a large number of agencies on the system and various levels of configuration, there is a stream of information that is challenging to communicate effectively.

There is an abundance of information available for end users to consume regarding hot fixes, software deliveries and solutions to known problems. To keep up with this information, it is important to take advantage of the following:

- Email groups
- [SNONET](#) forum
- *Logged In* newsletter



Tom Visser is Snohomish County's dedicated on-site account manager from Tyler. He relocated to the Seattle area to better serve the needs of end users.

What is JPACC?

JPACC stands for Joint PSAP Aegis Coordination Committee.

JPACC consists of 10 primary members and 10 alternates representing all disciplines/modules of the software as well as IT personnel.

The main focus of JPACC is to oversee the operational issues with the software and to prioritize issues needing resolution.

JPACC is also tasked with facilitating user group meetings (by module) and testing of the software prior to and after system upgrades.

There are participation requirements for JPACC members, and members must have agency support.

JPACC meets weekly for a teleconference and once a month.

JPACC meetings/teleconferences are open to any interested party; however, voting is limited to primary members (alternates in their absence).

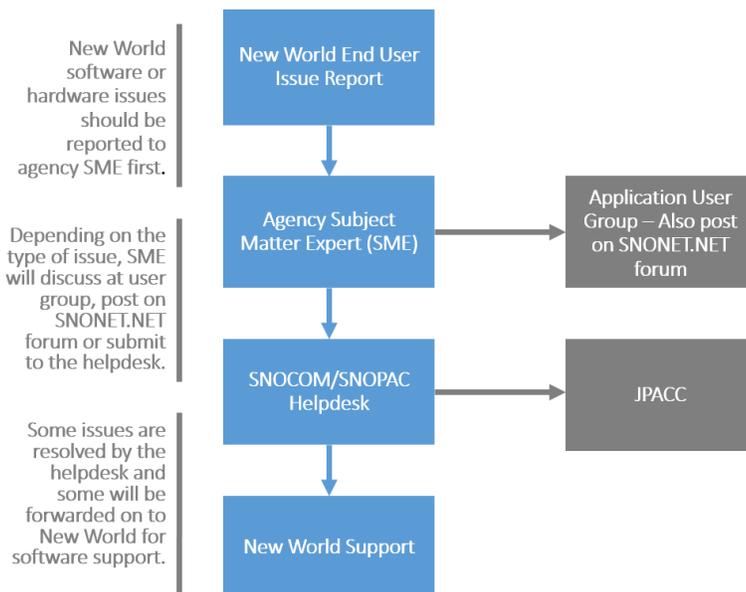


Reporting New World Software Issues

Snohomish County and Tyler worked out a mutually agreeable process to handle software and hardware issues that may come up.

This process maximizes the relationship between Snohomish County and Tyler in the most efficient way possible.

As a reminder, end users should follow this process and report issues to their local SME. JPACC and the SNOCOM/SNOPAC helpdesks will manage the issue from there.



Oct. 9 Outage Update

A set of core network switches were unable to process the demanded traffic load. There were a variety of reasons the traffic demand was at a peak level, including backup systems and user initiated reports. A different brand of more robust, enterprise grade switches are on the way.

The installation of the replacement hardware will begin after arrival, but the full installation process may take upwards of 1-2 weeks. In addition to the switch upgrade, a new network monitoring system is being installed which will help IT better isolate the cause of the peak traffic load, should this level of demand occur again.

Bottom line: We believe this issue to be related to our server/network environment, its ability to process the load, and not a New World software issue.

Communication Tips

Read previous versions of *Logged In* on the [SNONET](#) forum.

Receive information related to outages, training and general communication by joining your agency's email group.





SNOCOM MEMORANDUM

Date: November 7, 2016
To: SNOCOM Board Members
From: Terry Peterson, Executive Director
Re: Emergency Medical Dispatch Protocol Replacement

Background

In 1989, King County Emergency Medical Services (EMS) created the Criteria Based Dispatch (CBD) system. The general idea of this and all Emergency Medical Dispatch (EMD) protocol systems is to assist dispatch centers with the categorization and prioritization of medical calls so the most appropriate fire/ems units are assigned based on the unique call circumstances. The system also provides appropriate medical pre-arrival instructions (e.g. CPR instructions) that is relayed to 911 callers. The King County CBD system was implemented at SNOCOM in the 1990s and is still in use at SNOCOM and SNOBAC today.

SNOCOM and SNOBAC license the system through the King County EMS office. The dispatch centers operate under the auspices of the Snohomish County EMS Medical Director; who, working through the emergency medical providers in the County, provides oversight of the program.

Current Situation

The current King County “card” system is in need of replacement. The project was temporarily put on hold during the New World build up and transition. Over the last year, the replacement search has rekindled. There is recognition of the following issues:

- Current system provides initial training, but provides no integrated method for quality assurance (QA) to ensure consistency.
- There is very little data being tracked in the use of the system. In King County, the EMS office performs QA for all PSAPs. This type of consolidated review is not being performed in Snohomish County. Aside from SNOCOM’s internal auto review process, no medical QA is being completed. This is a key component of any EMD program.
- Both SNOCOM and SNOBAC are extremely interested in moving to an electronic version of an EMD system that has an established electronic interface with the New World CAD system.
- In March 2016, representatives from SNOCOM, SNOBAC, and Snohomish County EMS visited NORCOM to review the King County electronic version of the CBD program. The electronic version was simply the card version made electronic and lacked the sophistication of a fully developed system. The group decided to look at the other major systems used around the Country.

- In June 2016, representatives from SNOCOM, SNOPAC, and Snohomish County EMS attended the National Emergency Number Association (NENA) conference. We attended demonstrations for two systems including Power Phone and Priority Dispatch. Based on this trip, both vendors appeared to have a system that would be potentially viable. The group decided site visits with a working New World interface would be beneficial to assist with the development of a recommendation.
- After additional contacts made with both vendors, the team was not able to find a suitable site, in terms of size and technology, to visit a working Power Phone installation. The group also learned of interface issues with a prominent New World/Power Phone dispatch center.
- In October 2016, the same team visited the Kern County Fire Dispatch center. We were able to see the system in production, with a site using New World CAD Enterprise. The team was very impressed with the implementation, specifically, the level of continuing training, quality assurance, and information available. **There was unanimous consensus that Priority Dispatch – ProQA was the best system to fit our needs.**
- Both the Snohomish County EMS and County Fire Chiefs support the Priority Dispatch-ProQA selection.
- Funding for the initial software and training, is available through the Snohomish County E911 office. We plan to work with the E911 office during the upcoming budget cycle to fund any ongoing maintenance costs. There is approximately \$427,500 in an account dedicated toward this project.

After several years of consideration and evaluation, Priority Dispatch was identified as the only provider of a fully integrated and comprehensive EMD system that met our specific requirements.

Benefits of Priority Dispatch - ProQA

- Provide more information, in a consistent manner, to the EMTs, medics, and firefighters responding to these emergency calls.
- Well established two-way interface between ProQA and New World Enterprise CAD.
- Integrated quality assurance program with the desired insight and reporting capabilities for both the dispatch centers and EMS providers.
- Protocols are designed and supported through a college of fellows and council of standards. In short, which questions are asked and how medical calls are processed at the dispatch centers is based on decades of research, which is continually refined through the same national process.
- Greater level of consistency in terms of the questions asked, information gathered, processing, and pre-arrival instructions across all 911 medical calls.
- Potential for external accreditation and QA review.
- 24/7 Technical Support.
- Backup/Manual operations card set which can be used in case of a major system failure.

Additional Information/Sample Reports

Several samples of the types of reports available from the ProQA quality assurance module are included with this report.

QI Summary Report

Agencies	PDC
No filter applied:	Date range is 5/16/2013 ... 1/9/2014

Distribution: All Cases

Determinant	# of Cases Reviewed	% of Cases Reviewed	# of Cases Entered	% of Cases Entered
OMEGA	0	0.00%	1	2.63%
ALPHA	2	20.00%	4	10.53%
BRAVO	1	10.00%	3	7.89%
CHARLIE	1	10.00%	7	18.42%
DELTA	3	30.00%	15	39.47%
ECHO	3	30.00%	8	21.05%

* Total Cases Reviewed: 10

* Total Cases Entered: 38

* % Reviewed for Period: 5.30%

Call Volume: 717

Statistics:

Protocol #	# of Cases	% Total Call Vol Rev'd	Case Entry	Key Questions	PAIs	PDIs	Chief Comp.	Final Coding	Avg	Customer Service
2	1	0.14%	100.00%	100.00%	N/A	100.00%	100.00%	100.00%	100.00%	100.00%
3	1	0.14%	100.00%	100.00%	N/A	100.00%	100.00%	40.00%	88.00%	100.00%
6	2	0.28%	100.00%	100.00%	N/A	95.00%	90.00%	100.00%	97.00%	100.00%
7	1	0.14%	100.00%	100.00%	N/A	100.00%	100.00%	100.00%	100.00%	100.00%
9	10	1.39%	86.00%	90.00%	16.67%	100.00%	88.30%	84.00%	84.66%	89.70%
10	7	0.98%	100.00%	100.00%	N/A	100.00%	100.00%	91.43%	98.29%	100.00%
12	1	0.14%	80.00%	94.00%	N/A	100.00%	80.00%	100.00%	90.80%	80.00%
19	2	0.28%	100.00%	100.00%	N/A	100.00%	100.00%	100.00%	100.00%	100.00%
21	1	0.14%	100.00%	100.00%	N/A	100.00%	100.00%	40.00%	88.00%	100.00%
24	5	0.70%	81.00%	93.40%	0.00%	100.00%	80.60%	88.00%	83.60%	100.00%
26	3	0.42%	100.00%	100.00%	N/A	100.00%	100.00%	80.00%	96.00%	100.00%
29	3	0.42%	100.00%	100.00%	N/A	100.00%	100.00%	73.33%	94.67%	100.00%
37	1	0.14%	100.00%	100.00%	N/A	100.00%	100.00%	100.00%	100.00%	100.00%
Totals	38	5.30%	93.29%	96.34%	12.50%	99.70%	93.32%	85.79%	91.80%	96.76%

Selected Protocol: --EMD--

QI Report

(No filter applied)

Selected Protocol: EMD

QI Summary

Review Level	Number of Cases	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
Meets Standards 1	6	0	0	0	0
Meets Standards 2	2	0	0	0	2
Noncompliance 1	7	0	0	9	3
Noncompliance 2	3	0	2	5	1
Noncompliance 3	8	7	2	9	2
Totals:	26	7	4	23	8

QI Report

(No filter applied)

Selected Protocol: EMD

Case Number	Call Date	Call Time	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
Meets Standards 1 (6)						
1	13002707	3/22/2013	02:31:40	0	0	0
2	13002878	5/13/2013	11:00:00	0	0	0
3	13002964	3/29/2013	15:35:00	0	0	0
4	13003049	3/31/2013	20:37:51	0	0	0
5	13002862	5/13/2013	21:02:00	0	0	0
6	13003013	3/30/2013	22:43:58	0	0	0
Subtotal: 6			0	0	0	0

QI Report

(No filter applied)

Selected Protocol: EMD

Case Number	Call Date	Call Time	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
Meets Standards 2 (2)						
1 13002999	3/13/2013	15:36:26	0	0	0	1
2 13003055	3/31/2013	23:12:40	0	0	0	1
<hr/> Subtotal: 2			0	0	0	2

QI Report

(No filter applied)

Selected Protocol: EMD

Case Number	Call Date	Call Time	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation	
Noncompliance 1 (7)							
1	13003020	3/31/2013	03:32:36	0	0	1	0
2	13002836	3/26/2013	08:00:00	0	0	1	0
3	13002575	3/17/2013	15:00:00	0	0	1	0
4	13002971	5/13/2013	21:23:16	0	0	1	0
5	123002771	5/13/2013	09:36:23	0	0	1	1
6	13002807	3/25/2013	00:18:50	0	0	2	1
7	13002940	5/13/2013	19:29:00	0	0	2	1
Subtotal: 7			0	0	9	3	

QI Report

(No filter applied)

Selected Protocol: EMD

Case Number	Call Date	Call Time	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
Noncompliance 2 (3)						
1 13002900	3/27/2013	22:00:00	0	0	3	0
2 13002886	3/27/2013	15:00:00	0	1	1	0
3 13001856	2/23/2013	13:21:48	0	1	1	1
<hr/> Subtotal: 3			<hr/> 0	<hr/> 2	<hr/> 5	<hr/> 1

QI Report

(No filter applied)

Selected Protocol: EMD

Case Number	Call Date	Call Time	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation	
Noncompliance 3 (8)							
1	13000475	1/14/2013	22:09:24	0	0	3	1
2	13002383	5/13/2013	18:00:00	1	0	0	0
3	13003036	3/31/2013	13:24:07	1	0	0	1
4	13002844	5/13/2013	13:11:23	1	0	1	0
5	201305290365	6/5/2013	00:00:00	1	0	2	0
6	13002982	5/13/2013	05:02:29	1	0	2	0
7	13002953	5/13/2013	10:19:18	1	1	0	0
8	13002218	3/5/2013	23:00:00	1	1	1	0
Subtotal: 8			7	2	9	2	
Total: 26							

Communication Center Protocol Compliance Report

Agencies PDC
No filter applied: Date range is 1/14/2013 ... 5/13/2013

Name (# of Cases)	Case Entry	Chief Complaint	Key Questions	PAIs	PDIs	Final Coding	Customer Service	Column Average
Ivan Whitaker (25)	90.40%	93.08%	93.92%	96.67%	92.27%	100.00%	99.60%	94.04%
Totals: (25)	90.40%	93.08%	93.92%	96.67%	92.27%	100.00%	99.60%	94.04%

Selected Protocol: --EMD--

Medical Dispatch Case Evaluation Record

Case #: Case 1	Date: 8/9/2013	Time: 11:00:01
Dispatcher name: Ivan Whitaker		
Complaint description: 13 Month Old Trip and Fall		Caller party: 2nd
Agency: PDC		How obtained? E911
Position: DPC		Shift/Team: PDC

Case Entry

Address question asked? Yes	Address verified? Yes
Callback number question asked? Yes	Callback # verified? Yes
Chief Complaint question asked? Yes	Asked correctly? Yes
Caller party question asked? Yes	Asked correctly? Yes
Patient count question asked? Obvious	Asked correctly? Obvious
Choking question asked? N/A	Asked correctly? Obvious
Age question asked? Obvious	Asked correctly? Yes
Age subquestion asked? N/A	Age: 13 Months
Consciousness question asked? No	Asked correctly? No
Breathing question asked? No	Asked correctly? No
Breathing subquestion asked? N/A	
Gender of patient asked? Obvious	
Questions were asked out of order? No	Calming techniques used? Yes
# of freelance questions asked 0	ECCS: 2
Chief Complaint Protocol selected: 17	Selected Protocol: Correct

Case Entry Score:	34
Chief Complaint Selection Score:	100

Key Questions

KQ #	Question	Asked?	Answer	Correct
1	How far did s/he fall?	Obvious		Yes
2	What caused the fall?	Obvious		Yes
3	Is there any SERIOUS bleeding?	Obvious		Yes
4	Is s/he completely alert (responding appropriately)?	Incorrect	Yes	Yes
5	What part of the body was injured?	Obvious		Yes
6	Is s/he having any difficulty breathing?	N/A		Yes
7	When did this happen?	Correct	5 minutes ago	Yes
8	Is s/he still on the floor (ground)?	Obvious		Yes
	Key Questions asked in order? Yes			
	# of freelance questions asked 0			
	Calming techniques used? N/A			
	ECCS: 1			
			Essential Info asked? N/A	

Key Questions Score:	93
----------------------	-----------

Dispatch Life Support Instructions

PAIs appropriate? No	PDIs possible? Yes
PAIs possible? No	PDIs given? Yes
PAIs given? No	Correct? Minor
Correct? Correct	Calming techniques used? N/A

DLS Instructions Score:	90
-------------------------	-----------

Medical Dispatch Case Evaluation Record

Final Coding

Determinant Code selected: **17 - B - 1 -**
Determinant Code as reviewed: **17 - B - 1 -**
Date reviewed: **2/27/2014**
Reviewed by: **Ivan Whitaker**
Agency: **PDC**

Final Coding Score: **100**

Customer Service / Total Compliance Score

Displayed service attitude: Correct	Explained actions: Correct
Used correct volume/tone: Correct	Provided reassurance: Correct
Displayed compassion: Correct	Created expectations: Correct
Avoided gaps: Incorrect	Used prohibited behavior: Correct

Customer Service Score: **90**

Total Compliance Score: **83**

Comments:

Case Entry

Question 5 - This question was not asked. Must be asked unless it is absolutely obvious. It is not known that the baby crying in the background is actually the patient.

Question 6 - This question was not asked. Must be asked unless it is absolutely obvious. It is not known that the baby crying in the background is actually the patient.

Key Questions

Question 4 - Asked incorrectly as; "Is he completely alert? Can you tell?" These are two different questions. Adding the phrase; "can you tell" changes the meaning of the question. All Key Questions must be asked verbatim.

Dispatch Life Support

Great job selecting X5 and controlling the patient's bleeding.

Customer Service

- Extensive gaps of silence noted throughout the call. The desired behavior is to alleviate gaps of silence by continuing with the protocol questions. If gaps cannot be avoided, prep the caller prior to the gap with the appropriate customer service statement. Example; "I need to provide the ambulance with information but I am on the line." If you need something speak and I will hear you. Alleviating gaps reduces anxiety.

- Great voice tone. Voice tone was indicative of an EMD that was very concerned for the caller and the patient. Questions were read with confidence and in a manner that was professional.

Exemplary Performance Report

Agencies: Priority Dispatch
No filter applied: Date range is 6/21/2013 ... 7/26/2014

To: Import ProQA Date: 3/24/2015
From: PDC PDC Protocol: EMD
Subject: DISPATCHER EXEMPLARY COMPLIANCE SUMMARY REPORT

Case Information:

Date: 6/21/2013 Score: 100
Case #: 33 Customer Service Score: 100
Time: 12:53:35
Shift: TEAM

While evaluating the above case, it was noted that your level of compliance using the Priority Dispatch System was exemplary. We commend you for your efforts in this regard. The attached report is being forwarded for your consideration. Please utilize the Dispatch Review Record to respond to this feedback report on your performance. A copy of this report has been placed in your Dispatcher Quality Assurance file for future reference.

Additional QIU Comments: _____

Reviewed by (Quality Improvement Unit)

***** Feedback Process *****

Forwarded to Shift Supervisor on: 3/24/2015 By (name): _____ QIU
Due Back to QIU from Shift Supervisor on (date): 4/7/2015 (must be less than 14 days)
Returned to QIU by (name): _____ On (date): _____
Final Copies Distributed By (name): _____ On (date): _____
Shift Supervisor's Signature: _____ Date: _____
Dispatcher's Signature: _____ Date: _____
Attachments: _____

Medical Dispatch Case Evaluation Record

Case #: 123002771	Date: 5/13/2013	Time: 09:36:23
Dispatcher name: Ivan Whitaker		
Complaint description: Bleeding in Stool Abdominal/Back Pain	Caller party: 2nd	
Agency: PDC	How obtained? E911	
Position: 5	Shift/Team: JON D'ARCEY	

Case Entry

Address question asked? Yes	Address verified? Yes
Callback number question asked? Yes	Callback # verified? Yes
Chief Complaint question asked? Yes	Asked correctly? Yes
Caller party question asked? Yes	Asked correctly? Insig.
Patient count question asked? Obvious	Asked correctly? Obvious
Choking question asked? N/A	Asked correctly? Obvious
Age question asked? Yes	Asked correctly? Yes
Age subquestion asked? N/A	Age: 0 Years
Consciousness question asked? Yes	Asked correctly? Yes
Breathing question asked? Yes	Asked correctly? Yes
Breathing subquestion asked? N/A	
Gender of patient asked? Obvious	
Questions were asked out of order? No	Calming techniques used? N/A
# of freelance questions asked 0	ECCS: 1
Chief Complaint Protocol selected: 33	Selected Protocol: Correct

Case Entry Score:	100
Chief Complaint Selection Score:	100

Key Questions

KQ #	Question	Asked?	Answer	Correct
1	Is this call a result of an evaluation by a nurse or doctor?	Incorrect		Yes
2	Is s/he completely alert (responding appropriately)?	Correct		Yes
3	Is this a sudden or unexpected change in her/his usual co...	N/A		Yes
4	Is s/he breathing normally?	Correct		Yes
5	Is this a sudden or unexpected change in her/his usual co...	Correct		Yes
6	Does s/he have any significant bleeding or shock symptoms?	Correct		Yes
7	Is s/he in severe pain?	Correct		Yes
8	Could this be an MI (heart attack)?	N/A		Yes
9	Will any special equipment be necessary?	Correct		Yes
10	Will additional personnel be necessary?	Correct		Yes
11	What type of personnel is required?	N/A		Yes
12	What's the name of the referring doctor?	N/A		Yes
13	What's the name of the responsible RN (nurse)?	N/A		Yes
14	What's the name of the patient?	N/A		Yes
15	What's your fax number?	N/A		Yes

Key Questions asked in order? **Yes**
 # of freelance questions asked **0**
 Calming techniques used? **N/A**
 ECCS: **1**

Essential Info asked? **N/A**

Key Questions Score:	94
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Medical Dispatch Case Evaluation Record

Dispatch Life Support Instructions

PAIs appropriate?	No	PDIs possible?	Yes
PAIs possible?	No	PDIs given?	Yes
PAIs given?	No	Correct?	Correct
Correct?	Correct	Calming techniques used?	N/A

DLS Instructions Score: **100**

Final Coding

Determinant Code selected: **33 - C - 2 - P**
Determinant Code as reviewed: **33 - C - 2 - P**
Date reviewed: **6/5/2013**
Reviewed by: **Ivan Whitaker**
Agency: **PDC**

Final Coding Score: **100**

Customer Service / Total Compliance Score

Displayed service attitude:	Correct	Explained actions:	Correct
Used correct volume/tone:	Correct	Provided reassurance:	Correct
Displayed compassion:	Correct	Created expectations:	Correct
Avoided gaps:	Minor	Used prohibited behavior:	Correct

Customer Service Score: **97**

Total Compliance Score: **98**

Comments:

CC

Q3a insignificant deviation asked as; "Are you with her right now?" Adding the word "right" to the question is an insignificant deviation. All CEQs must be asked verbatim.

KQs

Q1 asked incorrectly and leading as; "So she has been seen by a nurse or a doctor?" The question must be asked verbatim in a non-leading fashion as; "Is this call the result of an evaluation by a nurse or a doctor."

CS

Minor gap of silence noted during CE while verifying the address.

Performance Standards for Accreditation

Agencies

PDC

No filter applied:

Date range is 1/1/2013 ... 12/31/2013

	Number of Cases	Percent
High Compliance	806	67%
Compliant	224	19%
Partial Compliance	69	6%
Low Compliance	13	1%
Non-Compliant	88	7%
Totals	1200	100%

Percentage of Deviations	Critical	Major	Moderate	Minor
Case Entry	0.79%	0.83%	0.57%	0.13%
Chief Complaint	2.83%	1.92%	4.58%	0.67%
Key Questions	0.04%	0.04%	0.60%	0.07%
Dispatch Life Support	0.31%	1.11%	0.52%	4.50%
Final Coding	0.58%	0.25%	0.00%	0.00%
Customer Service	0.00%	0.00%	0.00%	0.26%
Total Accreditation Acceptance	0.76%	0.69%	1.05%	0.94%

These accreditation standards relate to the following:

EMD-Q Performance Standards – Edition 9a

EFD-Q Performance Standards – Edition 4a

EPD-Q Performance Standards – Edition 4a

Selected Protocol: EMD

Shift Performance

(Shift/Team EQUAL NIGHT)

EMD

Name: NIGHT

CRITICAL

Chief Complaint Selection	355	338	17
Address obtained	355	349	6
Callback number obtained	355	349	6
Calltaker did not shunt appropriately	355	354	1
Determinant Level incorrect	355	352	3
Used prohibited behavior (Customer Service Standard 8)	355	355	0
Failure to follow appropriate DLS Links	355	352	3
Failure to move to a more appropriate Protocol	355	355	0

MAJOR

Address asked and verified	355	346	9
Callback number asked and verified	355	351	4
"Tell me exactly what happened" asked	355	348	7
Age not asked	355	355	0
Consciousness question not asked	355	353	2
Breathing question not asked	355	351	4
Level 1 diagnostic not used	355	351	4
Determinant Descriptor incorrect	355	353	2
Determinant Suffix incorrect	355	355	0
Failure to follow appropriate protocol links	355	355	0
Failure to gather appropriate Description Essentials	355	352	3

MODERATE

All Case Entry – Correct Insignificant Incorrect	1420	1375	7	38
Complaint description	355	322	7	26
Consciousness question	355	348	7	0
Breathing question	355	351	4	0
Age question	355	354	1	0
Any freelance question asked	355	332	23	0
Any freelance instruction given	355	353	2	0
Any protocol question asked or instruction given in inappropriate area	355	352	3	0
All subquestions – Correct Insignificant Incorrect	1775	1773	2	0
Choking question	355	354	1	0
Caller party question	355	354	1	0
Tell me approximately	355	355	0	0
You go check	355	355	0	0
Patient count question	355	355	0	0

Shift Performance

(Shift/Team EQUAL NIGHT)

EMD

Name: NIGHT

MODERATE

Level 2 diagnostic not used or used incorrectly	355	353	2
Level 1 diagnostic used incorrectly	355	353	2
Calming techniques not used when appropriate	1065	1064	1
Calming Techniques – KQ	355	354	1
Calming Techniques – DLS	355	355	0
Calming Techniques – CE	355	355	0
Incorrect gathering of appropriate Description Essentials	355	355	0

MINOR

Case Entry Questions asked out of order	355	354	1
Gender not obtained	355	355	0
Key Questions asked out of order	355	353	2
Customer Service Standards 1-7 – Provided or Minor Deviation	2485	2476	9
Displayed service attitude	355	352	3
Displayed compassion	355	353	2
Used correct volume/tone	355	353	2
Avoided gaps	355	354	1
Provided reassurance	355	354	1
Created expectations	355	355	0
Explained actions	355	355	0

DLS – PAI

Absolute DLS Deviation PAI	355	354	1
Critical DLS Deviation PAI	355	355	0
Major DLS Deviation PAI	355	355	0
Moderate DLS Deviation PAI	355	355	0
No DLS Deviation PAI	350	350	0

DLS – PDI

Absolute DLS Deviation PDI	355	355	0
Critical DLS Deviation PDI	355	352	3
Major DLS Deviation PDI	355	340	15
Minor DLS Deviation PDI	355	324	31
No DLS Deviation PDI	298	298	0

KQ – Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Is he completely awake (alert)?	87	87	3
Is he breathing normally?	85	85	0
Is she breathing normally?	80	80	1

Shift Performance

(Shift/Team EQUAL NIGHT)

EMD

Name: NIGHT

KQ — Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Is she completely awake (alert)?	74	74		
Is he changing color?	61	61		
Is he clammy (cold sweats)?	56	56		
Does he have a history of heart problems?	55	55		2
Does she have a history of heart problems?	55	55		
Is the caller completely awake (alert)?	55	55		1
Is she changing color?	54	54		
Is she clammy (cold sweats)?	52	52		
Is she completely alert (responding appropriately)?	50	50		
Is he completely alert (responding appropriately)?	45	45		
Is your breathing normal for you?	45	45		2
Is there any SERIOUS bleeding?	42	42		
(Not obvious) When did this happen?	40	40		
Do you have a history of heart problems?	39	39		
Are you clammy (cold sweats)?	38	38		
What part of the body was injured?	37	37		2
What caused the fall?	35	35		
What type of complaint is this?	34	34		
Does he have asthma?	33	33		
(Tracheostomy blockage) Does he have any special equipment or instructions to treat this?	31	31		
Does he have difficulty speaking between breaths?	31	31		
Does she have asthma?	31	31		
Does she have difficulty speaking between breaths?	31	31		1
Is this one of the listed NON-PRIORITY complaints (2-28)?	31	31		
(Tracheostomy blockage) Does she have any special equipment or instructions to treat this?	30	30		
Did he take any drugs or medications in the past 12 hours?	25	25		
Is she able to talk to you at all?	22	22		
Does the caller have difficulty speaking between breaths?	21	21		
Is the bleeding SERIOUS?	21	21		
(Tracheostomy blockage) Do you have any special equipment or instructions to treat this?	19	19		
Did you take any drugs or medications in the past 12 hours?	19	19		
Did she take any drugs or medications in the past 12 hours?	18	18		
Do you have asthma?	18	18		
Does he have chest pain?	18	18		
Is he bleeding or vomiting blood?	18	18		

Shift Performance

(Shift/Team EQUAL NIGHT)

EMD

Name: NIGHT

KQ – Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Is the caller completely alert (responding appropriately)?	18	18	
Is he able to talk to you at all?	17	17	
Is she bleeding or vomiting blood?	17	17	
How far did she fall?	15	15	
Does he have a bleeding disorder or is he on blood thinners?	14	14	
How far did he fall?	14	14	2
Where is he bleeding from?	14	14	
Describe the color change.	13	13	
Do you have chest pain?	13	13	1
Is this one of the listed ALPHA-level NON-PRIORITY complaints (2-11)?	13	13	
Are you bleeding or vomiting blood?	12	12	
Data out of sync with database	12	12	
Does she have a bleeding disorder or is she on blood thinners?	11	11	
Where is she bleeding from?	11	11	
Did she faint or pass out (nearly faint)?	10	10	
Does she have a prescribed inhaler?	10	10	
When did this start (happen)?	10	10	
Does she have chest pain?	9	9	
Has she used it yet?	9	9	
Is he behaving normally now?	9	9	
What is her heart rate?	9	9	
Describe the pain.	8	8	
Does she have any pain?	8	8	
Has the jerking (twitching) stopped yet?	8	8	
Is he an epileptic or ever had a seizure before?	8	8	
Is he diabetic?	8	8	
Is his pain above the belly button (navel)?	8	8	
Is she still unconscious?	8	8	
Is this one of the listed OMEGA-level NON-PRIORITY complaints (2-28)?	8	8	
Start the Breathing Detector Diagnostic and answer this question.	8	8	
Tell me why you think it's a STROKE.	8	8	
What caused the back pain?	8	8	
Did you see what happened?	7	7	
Do you have a prescribed inhaler?	7	7	
Has he had more than one seizure in a row?	7	7	

Shift Performance

(Shift/Team EQUAL NIGHT)

EMD

Name: NIGHT

KQ — Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Has she fainted more than once today?	7	7
How far did you fall?	7	7
I'm going to tell you how to check your pulse (heart rate). (Read Instructions below or use the Pulse Check pop-up tool.)	7	7
Does he have a prescribed inhaler?	6	6
Have you used it yet?	6	6
I'm going to tell you how to check his pulse (heart rate). (Read Instructions below or use the Pulse Check pop-up tool.)	6	6
Is her breathing completely normal?	6	6
Is there a defibrillator (AED) available?	6	6
What is his heart rate?	6	6
Any mention of existing aortic aneurysm?	5	5
Has he used it yet?	5	5
Has she ever had a STROKE before?	5	5
Has she ever had a heart attack or angina (heart pains)?	5	5
Is she able to talk normally?	5	5
Is she behaving normally now?	5	5
Is she still on the floor (ground)?	5	5
Is your pain above the belly button (navel)?	5	5
Any mention of a FOCAL or impending seizure (aura)?	4	4
Any mention of existing aortic aneurysm or a tearing/ripping pain in the back/flank and abdomen?	4	4
Can you see any part of the baby now?	4	4
Does she have abdominal pain?	4	4
Exactly what time did these symptoms (problem) start?	4	4
Has he ever had a heart attack or angina (heart pains)?	4	4
I'm going to tell you how to check her pulse (heart rate). (Read Instructions below or use the Pulse Check pop-up tool.)	4	4
Is he able to talk normally?	4	4
Is he able to talk to you or cry at all?	4	4
Is her pain above the belly button (navel)?	4	4
Is that how he usually talks or cries?	4	4
Okay, is he breathing right now?	4	4
Did he faint (pass out) or nearly faint?	3	3
Did he faint or pass out (nearly faint)?	3	3
Did she choke on anything first?	3	3
Did you faint (pass out) or nearly faint?	3	3
Do you have any pain?	3	3

1

Shift Performance

(Shift/Team EQUAL NIGHT)

EMD

Name: NIGHT

KQ — Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Does he have any pain?	3	3
Does she have any HIGH RISK complications?	3	3
Does she have difficulty breathing?	3	3
Has he ever had a STROKE before?	3	3
Have you ever had a heart attack or angina (heart pains)?	3	3
How many minutes apart are the contractions (labor pains)? (If unknown, answer this Key Question, start the Contractions Timer tool, and continue. If	3	3
How many weeks (or months) pregnant is she?	3	3
Is he still on the floor (ground)?	3	3
Is his breathing completely normal?	3	3
Is she able to talk to you or cry at all?	3	3
Is she having contractions (labor pains)?	3	3
Is that how she usually talks or cries?	3	3
Is the baby completely out?	3	3
Is the blood squirting or pouring out?	3	3
Was there a sudden onset of severe pain?	3	3
(Appropriate) Was this accidental or intentional?	2	2
Any mention of existing aortic aneurysm or a tearing/ripping pain in the back/flank and possibly also in the abdomen?	2	2
Did he choke on anything first?	2	2
Did she faint (pass out) or nearly faint?	2	2
Did you faint or pass out (nearly faint)?	2	2
Do you have any HIGH RISK complications?	2	2
Do you have chest pain also?	2	2
Do you have difficulty breathing?	2	2
Does he have difficulty breathing or swallowing?	2	2
Does he have difficulty breathing?	2	2
Does she have chest pain also?	2	2
Has he ever had an allergic reaction to this before?	2	2
Has she had more than one seizure in a row?	2	2
How many weeks (or months) pregnant are you?	2	2
Is he breathing now?	2	2
Is his condition getting worse now (worsening)?	2	2
Is she an epileptic or ever had a seizure before?	2	2
Is she breathing now?	2	2
Is she breathing regularly?	2	2
Is she diabetic?	2	2

Shift Performance

(Shift/Team EQUAL NIGHT)

Name: NIGHT

EMD

KQ — Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Is she pregnant?	2	2
Is she violent?	2	2
Is the caller able to talk normally?	2	2
Is this a suicide attempt?	2	2
Is this an apparent miscarriage?	2	2
Is this her first delivery?	2	2
When was he last without this problem (the last time he was normal)?	2	2
When was she last without this problem (the last time she was normal)?	2	2
(Suspected) Are there chemicals or other hazards involved?	1	1
Are there any obvious injuries?	1	1
Are you feeling violent toward anyone?	1	1
Are you still on the floor (ground)?	1	1
Are you thinking about committing suicide?	1	1
Do you have a weapon there?	1	1
Do you have any numbness or paralysis?	1	1
Do you think he is beyond any help (resuscitation/CPR)?	1	1
Does everyone appear to be completely awake (alert)?	1	1
Does he have any numbness or paralysis?	1	1
Does he have any special medications or injections to treat this kind of allergic reaction?	1	1
Does he have chest pain also?	1	1
Does he have difficulty speaking or crying between breaths?	1	1
Does she have a weapon?	1	1
Does she have any numbness or paralysis?	1	1
Does she have difficulty breathing or swallowing?	1	1
Has he fainted more than once today?	1	1
Has he had a recent change in behavior (<= 3hrs)?	1	1
Has she ever had an allergic reaction to this before?	1	1
Has she had a recent change in behavior (<= 3hrs)?	1	1
Have you ever had a STROKE before?	1	1
Have you used them yet?	1	1
Is anyone pinned (trapped) in the vehicle(s)?	1	1
Is he breathing regularly?	1	1
Is he still unconscious?	1	1
Is he violent?	1	1

Shift Performance

(Shift/Team EQUAL NIGHT)

EMD

Name: NIGHT

KQ — Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Is her condition getting worse now (worsening)?	1	1
Is the assailant (attacker) still nearby?	1	1
Is the blood spurting or pouring out?	1	1
Is there more than one wound?	1	1
Jump to Protocol 9 (auto-answered by ProQA)	1	1
Tell me please, why does it look like he's dead?	1	1
Was anyone thrown from the vehicle(s)?	1	1
Were weapons involved or mentioned?	1	1
What did he take?	1	1
What did she choke on?	1	1
What did she take?	1	1
What type of accident is this?	1	1
What type of situation is this?	1	1
When did he take it?	1	1
When did she take it?	1	1
When were you last without this problem (the last time you were normal)?	1	1
Where are you right now?	1	1
Where is she now?	1	1

Southwest Snohomish County Communications Agency

SNOCOM – Board of Directors

Resolution #2005-2

A Resolution establishing target performance goals by the Southwest Snohomish County Communications Agency (“SNOCOM”) for the receipt, processing and dispatch of certain fire and emergency medical service calls.

WHEREAS, The Board of Directors of SNOCOM believes that to best serve the citizens of Southwest Snohomish County, emergency 911 calls for service should be processed as professionally and timely as possible under the circumstances in order to optimize the response of fire department personnel to the emergency calls of the public.

WHEREAS, the Board believes that SNOCOM should continually strive to evaluate, maintain and improve the quality of its performance when and where possible.

WHEREAS, the Board recognizes that one of the many components of quality dispatch services is the timeliness of processing emergency calls.

WHEREAS, the Board recognizes that the circumstances of each individual call is unique and variable and no single, objective standard can accurately establish the timeliness of a response to each unique call. However, in seeking to constantly maintain and/or improve the quality of SNOCOM’s operations it is useful to establish desired and measurable goals for timely dispatch of certain calls over a distinct period of time, and to review performance against those goals. In setting such goals the Board expressly does not intend to establish a standard of performance for any individual call or action and does not intend any goal to be a reflection of any legal standard of minimum performance for emergency 911 calls and dispatch.

NOW THEREFORE, BE IT RESOLVED, SNOCOM shall establish performance target goals for the timely processing of fire and emergency medical service calls.

For 2005, SNOCOM’s goal is to process at least 87% of the fire and emergency medical service calls within 60 seconds from receipt to dispatch.

Beginning in January 2006, the Executive Director will periodically increase the goal for timely processing of fire and emergency service calls to promote the continuing high quality of SNOCOM’s services.

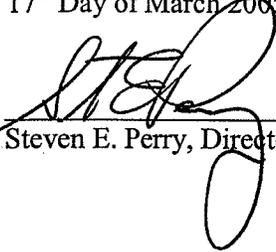
SNOCOM establishes as its ideal goal the ability to process at least 95% of certain fire and emergency service calls within 60 seconds from receipt to dispatch during an annual period.

At least annually, SNOCOM will evaluate its performance in light of these goals. In measuring SNOCOM’s performance, the Executive Director will exclude from the analysis any calls not appropriate for consideration (e.g., because there is insufficient data regarding the timeliness of processing or there were unique factors distinguishing the call). In the event SNOCOM does not meet its goal for a review period, the Executive Director will consider methods for improvement, seeking input from the SNOCOM Fire Technical Advisory Committee as appropriate, and will make recommendations to the Board of actions that will enhance SNOCOM’s ability to meet its target goals.

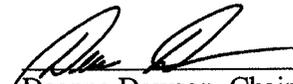
Conflict(s) with Prior Action(s) of the Board of Directors: Should any prior resolution, motion or other action of the Board of Directors be in conflict with the action taken by this resolution, then the provisions of this resolution shall control to the extent there is a conflict.

Effective Dates: All provisions of the resolution shall be effective upon passage and adoption by the Board of Directors.

Passed and adopted by the Southwest Snohomish County Communications Agency Board of Directors on the 17th Day of March 2005.



Steven E. Perry, Director



Deanna Dawson, Chair

**2016 SNOCOM MEMBER AGENCY
ASSESSMENT STATUS**

AGENCY	YEARLY ASSESSMENT	QUARTER	QUARTERLY AMOUNT DUE	BILLING DATE	PAYMENT AMOUNT	DATE RECEIVED	CURRENT BALANCE
BRIER	101,540.00						\$ 101,540.00
		1st Quarter	\$ 25,385.00	12/30/15	\$ 25,385.00	01/19/16	\$ 76,155.00
		2nd Quarter	\$ 25,385.00	03/01/16	\$ 25,385.00	04/19/16	\$ 50,770.00
		3rd Quarter	\$ 25,385.00	06/01/16	\$ 25,385.00	06/21/16	\$ 25,385.00
		4th Quarter	\$ 25,385.00	09/01/16	\$ 25,385.00	09/20/16	\$ -
					\$ 101,540.00		
EDMONDS	888,767.00						\$ 888,767.00
		1st Quarter	\$ 222,191.75	12/30/15	\$ 222,191.75	01/26/16	\$ 666,575.25
		2nd Quarter	\$ 222,191.75	03/01/16	\$ 222,191.75	03/29/16	\$ 444,383.50
		3rd Quarter	\$ 222,191.75	06/01/16	\$ 222,191.75	06/28/16	\$ 222,191.75
		4th Quarter	\$ 222,191.75	09/01/16	\$ 222,191.75	10/04/16	\$ -
					\$ 888,767.00		
LYNNWOOD	1,030,606.00						\$ 1,030,606.00
		1st Quarter	\$ 257,651.50	12/30/15	\$ 257,651.50	01/26/16	\$ 772,954.50
		2nd Quarter	\$ 257,651.50	03/01/16	\$ 257,651.50	04/19/16	\$ 515,303.00
		3rd Quarter	\$ 257,651.50	06/01/16	\$ 257,651.50	07/21/16	\$ 257,651.50
		4th Quarter	\$ 257,651.50	09/01/16	\$ 257,651.50	10/27/16	\$ -
					\$ 1,030,606.00		
MILL CREEK	410,180.00						\$ 410,180.00
		1st Quarter	\$ 102,545.00	12/30/15	\$ 102,545.00	01/26/16	\$ 307,635.00
		2nd Quarter	\$ 102,545.00	03/01/16	\$ 102,545.00	04/07/16	\$ 205,090.00
		3rd Quarter	\$ 102,545.00	06/01/16	\$ 102,545.00	06/21/16	\$ 102,545.00
		4th Quarter	\$ 102,545.00	09/01/16	\$ 102,545.00	10/04/16	\$ -
					\$ 410,180.00		
MOUNTLAKE TERRACE	426,575.00						\$ 426,575.00
		1st Quarter	\$ 106,643.75	12/30/15	\$ 106,643.75	02/04/16	\$ 319,931.25
		2nd Quarter	\$ 106,643.75	03/01/16	\$ 106,643.75	04/07/16	\$ 213,287.50
		3rd Quarter	\$ 106,643.75	06/01/16	\$ 106,643.75	07/11/16	\$ 106,643.75
		4th Quarter	\$ 106,643.75	09/01/16	\$ 106,643.75	10/06/16	\$ -
					\$ 426,575.00		

**2016 SNOCOM MEMBER AGENCY
ASSESSMENT STATUS**

AGENCY	YEARLY ASSESSMENT	QUARTER	QUARTERLY AMOUNT DUE	BILLING DATE	PAYMENT AMOUNT	DATE RECEIVED	CURRENT BALANCE
MUKILTEO	451,433.00	1st Quarter	\$ 112,858.25	12/30/15	\$ 112,858.25	03/01/16	\$ 451,433.00
		2nd Quarter	\$ 112,858.25	03/01/16	\$ 112,858.25	03/16/16	\$ 338,574.75
		3rd Quarter	\$ 112,858.25	06/01/16	\$ 112,858.25	07/14/16	\$ 225,716.50
		4th Quarter	\$ 112,858.25	09/01/16	\$ 112,858.25	10/18/16	\$ 112,858.25
						\$ 451,433.00	
WOODWAY	30,879.00	1st Quarter	\$ 7,719.75	12/30/15	\$ 7,719.75	01/26/16	\$ 30,879.00
		2nd Quarter	\$ 7,719.75	03/01/16	\$ 7,719.75	03/16/16	\$ 23,159.25
		3rd Quarter	\$ 7,719.75	06/01/16	\$ 7,719.75	06/30/16	\$ 15,439.50
		4th Quarter	\$ 7,719.75	09/01/16	\$ 7,719.75	09/27/16	\$ 7,719.75
						\$ 30,879.00	
FIRE DISTRICT 1	536,180.00	1st Quarter	\$ 134,045.00	12/30/15	\$ 134,045.00	01/26/16	\$ 536,180.00
		2nd Quarter	\$ 134,045.00	03/01/16	\$ 134,045.00	06/09/16	\$ 402,135.00
		3rd Quarter	\$ 134,045.00	06/01/16	\$ 134,045.00	06/28/16	\$ 268,090.00
		4th Quarter	\$ 134,045.00	09/01/16	\$ 134,045.00	09/27/16	\$ 134,045.00
						\$ 536,180.00	
	3,876,160.00						
SNOHOMISH CO E-911							\$ 1,730,310.96
		January			\$ 144,192.58	02/02/16	\$ 1,586,118.38
		February			\$ 144,192.58	02/23/16	\$ 1,441,925.80
		March			\$ 144,192.58	03/24/16	\$ 1,297,733.22
		April			\$ 144,192.58	04/12/16	\$ 1,153,540.64
		May			\$ 144,192.58	05/24/16	\$ 1,009,348.06
		June			\$ 144,192.58	06/21/16	\$ 865,155.48
		July			\$ 144,192.58	07/19/16	\$ 720,962.90
		August			\$ 144,192.58	08/23/16	\$ 576,770.32
		September			\$ 144,192.58	09/13/16	\$ 432,577.74
		October			\$ 144,192.58	10/25/16	\$ 288,385.16
		November					
		December					
					\$ 1,441,925.80		

**2016 SNOCOM MEMBER AGENCY
NEW WORLD ASSESSMENT STATUS**

AGENCY	YEARLY ASSESSMENT	QUARTER	QUARTERLY AMOUNT DUE	BILLING DATE	PAYMENT AMOUNT	DATE RECEIVED	CURRENT BALANCE
BRIER	\$ 11,196.00						\$ 11,196.00
		1st Quarter	\$ 2,799.00	12/30/15	\$ 2,799.00	01/19/16	\$ 8,397.00
		2nd Quarter	\$ 2,799.00	03/01/16	\$ 2,799.00	04/19/16	\$ 5,598.00
		3rd Quarter	\$ 2,799.00	06/01/16	\$ 2,799.00	06/21/16	\$ 2,799.00
		4th Quarter	\$ 2,799.00	09/01/16	\$ 2,799.00	09/20/16	\$ -
					\$ 11,196.00		
EDMONDS	\$ 97,998.00						\$ 97,998.00
		1st Quarter	\$ 24,499.50	12/30/15	\$ 24,499.50	01/26/16	\$ 73,498.50
		2nd Quarter	\$ 24,499.50	03/01/16	\$ 24,499.50	03/29/16	\$ 48,999.00
		3rd Quarter	\$ 24,499.50	06/01/16	\$ 24,499.50	06/28/16	\$ 24,499.50
		4th Quarter	\$ 24,499.50	09/01/16	\$ 24,499.50	10/04/16	\$ -
					\$ 97,998.00		
LYNNWOOD	\$ 113,638.00						\$ 113,638.00
		1st Quarter	\$ 28,409.50	12/30/15	\$ 28,409.50	01/26/16	\$ 85,228.50
		2nd Quarter	\$ 28,409.50	03/01/16	\$ 28,409.50	04/19/16	\$ 56,819.00
		3rd Quarter	\$ 28,409.50	06/01/16	\$ 28,409.50	07/21/16	\$ 28,409.50
		4th Quarter	\$ 28,409.50	09/01/16	\$ 28,409.50	10/11/16	\$ -
					\$ 113,638.00		
MILL CREEK	\$ 45,228.00						\$ 45,228.00
		1st Quarter	\$ 11,307.00	12/30/15	\$ 11,307.00	01/26/16	\$ 33,921.00
		2nd Quarter	\$ 11,307.00	03/01/16	\$ 11,307.00	04/07/16	\$ 22,614.00
		3rd Quarter	\$ 11,307.00	06/01/16	\$ 11,307.00	06/21/16	\$ 11,307.00
		4th Quarter	\$ 11,307.00	09/01/16	\$ 11,307.00	10/04/16	\$ -
					\$ 45,228.00		
MOUNTLAKE TERRACE	\$ 47,036.00						\$ 47,036.00
		1st Quarter	\$ 11,759.00	12/30/15	\$ 11,759.00	02/04/16	\$ 35,277.00
		2nd Quarter	\$ 11,759.00	03/01/16	\$ 11,759.00	04/07/16	\$ 23,518.00
		3rd Quarter	\$ 11,759.00	06/01/16	\$ 11,759.00	07/11/16	\$ 11,759.00
		4th Quarter	\$ 11,759.00	09/01/16	\$ 11,759.00	10/06/16	\$ -
					\$ 47,036.00		

**2016 SNOCOM MEMBER AGENCY
NEW WORLD ASSESSMENT STATUS**

AGENCY	YEARLY ASSESSMENT	QUARTER	QUARTERLY AMOUNT DUE	BILLING DATE	PAYMENT AMOUNT	DATE RECEIVED	CURRENT BALANCE
MUKILTEO	\$ 49,776.00						\$ 49,776.00
		1st Quarter	\$ 12,444.00	12/30/15	\$ 12,444.00	03/01/16	\$ 37,332.00
		2nd Quarter	\$ 12,444.00	03/01/16	\$ 12,444.00	03/16/16	\$ 24,888.00
		3rd Quarter	\$ 12,444.00	06/01/16	\$ 12,444.00	07/14/16	\$ 12,444.00
		4th Quarter	\$ 12,444.00	09/01/16	\$ 12,444.00	10/18/16	\$ -
				\$ 49,776.00			
WOODWAY	\$ 3,405.00						\$ 3,405.00
		1st Quarter	\$ 851.25	12/30/15	\$ 851.25	01/26/16	\$ 2,553.75
		2nd Quarter	\$ 851.25	03/01/16	\$ 851.25	03/16/16	\$ 1,702.50
		3rd Quarter	\$ 851.25	06/01/16	\$ 851.25	06/30/16	\$ 851.25
		4th Quarter	\$ 851.25	09/01/16	\$ 851.25	09/27/16	\$ -
				\$ 3,405.00			
FIRE DISTRICT 1	\$ 59,121.00						\$ 59,121.00
		1st Quarter	\$ 14,780.25	12/30/15	\$ 14,780.25	01/26/16	\$ 44,340.75
		2nd Quarter	\$ 14,780.25	03/01/16	\$ 14,780.25	04/05/16	\$ 29,560.50
		3rd Quarter	\$ 14,780.25	06/01/16	\$ 14,780.25	06/28/16	\$ 14,780.25
		4th Quarter	\$ 14,780.25	09/01/16	\$ 14,780.25	09/27/16	\$ -
				\$ 59,121.00			
	\$ 427,398.00						

Date: November 1, 2016

TO: SNOCOM and SNOPAC Board

FM: Joint Task Force on Consolidation

RE: **Consolidation Project Update and Request for action**

We submit two items for your consideration this month, together with a re-cap of the project status. We are proposing to evaluate an expanded list of options, rather than simply "status quo" and consolidation: we seek your concurrence for this approach. Also, we have developed an informational item for you relating to redundancy/survivability—often called "Continuity of Operations," that explains how we will be evaluating this important issue.

Submittals for Your Consideration:

1. **Scenarios for Evaluation.** *The Joint Task Force (JTF) unanimously recommends that we proceed to model the options outlined in Exhibit 1.*
2. **Information on Continuity of Operations: Where we are today, and options for the future.** *Exhibit 2 is an informational memo on this subject.*

Update since October Board meetings:

- Both Boards adopted the proposed Governance Principles with minor amendments. The SNOPAC Board approved the amendments adopted by SNOCOM; the SNOCOM Board will be asked in November whether they approve the amendment adopted by SNOPAC. The SNOPAC amendment relates to the selection of individuals to caucuses. (See **Attachment A**).
- The JTF is now engaged in review of:
 - Recommendation for Choice of Legal Entity of a consolidated agency
 - Assessment Formula components and rationale and developing "assessment principles."
 - Assumptions used to develop costs associated with the various scenarios we propose to evaluate (status quo, consolidation, etc.).

We expect to conclude this work by the end of November, at which point we will share our further recommendations with you and ask for approval to move to Phase III of the project.

Attachment A: SNOPAC Amendment to Governance Principles:

7. Except in jurisdictions where local code or charter dictates that the executive has appointment authority, Legislative authorities (councils, commissioners) should make the appointments (although this will typically be *appointments to a caucus to select Board representatives* since there will be substantially more members than board seats).

The underlined language was adopted by the SNOPAC Board. Members of the Board noted that some agencies—the County and Everett, specifically—have local codes that give the executive (Mayor, County Executive) appointment authority in a situation like this. The proposed change would allow agencies to follow their own local codes/rules in deciding how to decide who represents them *at the caucus* to appoint Board members.

Exhibit 1

Date: November 1, 2016

TO: SNOCOM and SNOPAC Boards

FM: Joint Task Force on Consolidation

RE: Cost Scenarios Proposed to be Developed

The Joint Task Force's (JTF) mission is to bring a 10-year *pro forma* to the Boards for two different options: (1) status quo (continue stand-alone agencies), and (2) consolidation. The JTF is recommending that we also analyze several additional options, which are somewhere in between "status quo" and consolidation.

The selection of options now recommended is based on the options for eliminating call transfers. As noted at the Joint Board meeting in September, the amount of call transfers experienced in Snohomish County is quite large compared to other regions of the Country and it has negative public safety implications. Even if the two agencies do not consolidate, the Executive Directors have stated their intent to continue to work towards a reduction in call transfers.

There are several ways to reduce or eliminate call transfers. Some of these would impact allocation of 911 revenue between the agencies (a call taker function is required to receive 911 revenues). Some would create operational structures that may be impractical or may create other safety related concerns. Most would have staffing implications.

In the September memo on call transfers, the Executive Directors outlined eight options to reduce or eliminate call transfers. Those options, as presented in the September memo on call taking, are reproduced in **Table 2**. In **Table 2**, you will see that Option 1 was essentially the "status quo" option, and Option 8 was consolidation. Based on the budget and management challenges posed by various options, the Executive Directors have proposed to evaluate **Table 2** Options 1 and 8 **plus two additional options from Table 2: a variation of Option 4 & 5 and a variation of Option 5**. These options are outlined in **Table 1**. The Executive Directors believe these represent the most feasible options for proceeding. Note that each of the four options proposed to be analyzed has two sub-options.

The rationale for not further exploring **Table 2** Options 2, 3, 6 and 7 are highlighted in **Table 2** in **bold font**.

Recommendation: The JTF unanimously recommends that the Boards approve the proposal to analyze the four options presented in Table 1 below.

Rationale: This expands the information and analysis available to the Boards to include the more operationally feasible approaches. Each of these options would preserve agency access to 911 revenues, but the allocation would shift depending on the scenario.

Other options considered:

- a. Limit analysis to the two original options: status quo and consolidation
- b. Analyze all options presented in the September call taking memo
- c. Analyze a different set of options than proposed.

Table 1: Options Recommended for Further Analysis as to Cost and Operational Implications

<p style="text-align: center;"><u>Option 1-- Status Quo</u></p> <p><i>Agencies remain stand-alone.</i></p> <p>1.a SNOCOM stand alone</p> <p>1.b SNOPAC stand alone</p>	<p>This option is part of the original JTF mission. It does not reduce or eliminate call transfers, although process improvements may be possible to reduce the impact of call transfers.</p> <p><i>This is Option 1 on Table 2.</i></p>
<p style="text-align: center;"><u>Option 2 -- Eliminate the demarcation line</u></p> <p><i>Agencies remain stand-alone. All calls in jointly served area are re-routed to either SNOCOM or SNOPAC (both sub-options to be analyzed). Priority calls are entered as CAD reports as per current policy. Dispatching remains as is.</i></p> <p>2.a Jointly served area (JSA) calls routed to SNOCOM</p> <p>2.b JSA calls routed to SNOPAC</p>	<p>This option involves re-routing of 911 lines. For calls in the JSA, call takers and dispatchers could be in separate facilities which would limit their ability to communicate directly.</p> <p>Scenarios will impact staffing levels required and impact 911 revenue allocation.</p> <p><i>This is a variation of Options 4 and 5 on Table 2—a single call taker agency for the Jointly Served Area, but not the entire county.</i></p>
<p style="text-align: center;"><u>Option 3 -- “Aggressive Cross PSAP Processing” (ACPP)</u></p> <p><i>Agencies remain stand-alone and fully process all CAD entries that they receive—rather than just initial CAD entry on priority calls. Dispatching remains as is.</i></p> <p>3.a SNOCOM –stand alone</p> <p>3.b SNOPAC – stand alone</p>	<p>This option does not involve re-routing of 911 lines. For calls in the JSA, call takers and dispatchers could be in separate facilities which would limit their ability to communicate directly.</p> <p>Scenarios will impact staffing levels required and impact 911 revenue allocation.</p> <p><i>This is Option 4 on Table 2.</i></p>
<p style="text-align: center;"><u>Option 4 -- Full consolidation</u></p> <p>4.a Fully consolidated agency and facility</p> <p>4.b Fully consolidated agency and two facilities</p>	<p>This option is part of the original JTF mission. It has been expanded to include consideration of whether use of the two existing facilities is practicable in a consolidated scenario.</p> <p><i>This is Option 8 on Table 2.</i></p>

Table 2: Options for Reducing or Eliminating Call Transfers –as included in September 2016 Briefing Memo to Joint Boards.

Note: Shaded rows indicate options that are **not** recommended for further analysis due to operational problems they would create. Those problems are noted in bold text.

#	Option	Implications (time, cost, impacts, additional information needed, major unknowns)
1	Continue to work the problem while remaining separate PSAPs/agencies	<ul style="list-style-type: none"> a. Does not eliminate call transfers. b. Unknown: Does SNOCOM need to hire additional call takers to better process the SCSO load?
2	Split SCSO dispatch responsibility so that all (police and fire) calls in jointly served area are entered and dispatched by SNOCOM.	<ul style="list-style-type: none"> a. Significantly reduces number of call transfers. b. Would take a long time to implement. c. SNOCOM call volume would increase significantly and may require additional staffing. d. Under current E911 revenue sharing formula, SNOCOM would receive about \$155K in additional revenue (and SNOPAC would lose a similar amount) e. Would require an additional dispatch position at SNOCOM which costs roughly \$500,000 annually in labor costs, likely funded by SCSO. f. Major operational issues for SCSO, SNOCOM and SNOPAC including operational and responder safety issues. g. Impact to both SNOCOM/SNOPAC member assessments
3	Split FD1 dispatch and call taking responsibility so all (police and fire) calls in jointly served area are entered and dispatched by SNOPAC.	<ul style="list-style-type: none"> a. Significantly reduces number of call transfers. b. Could be implemented after call interrogation system is implemented and SNOPAC completes EMD training c. FD1 would be “split” between unincorporated area and their contract agencies, creating operational issues. d. SNOPAC’s call volume would increase about 2% but SNOCOM’s call volume would drop about >20%. e. Under current E911 revenue sharing formula, SNOCOM would lose approximately \$521K per year (and SNOPAC would gain a similar amount). f. SNOPAC may need to add call taking staff. g. SNOCOM may reduce staffing. h. Redistribution of radio traffic could have operational impacts to all SNOPAC fire agencies. i. Impact to both SNOCOM/SNOPAC member assessments.
4	Shift how the 911 calls are routed to be based on police, rather than fire calls. FD1 call taking completed by SNOPAC, dispatch by SNOCOM.	<ul style="list-style-type: none"> a. Reduce call transfers by approximately 50K annually. Cell sector misroutes may still continue along border areas. b. FD1 would be impacted by SNOPAC internal transfer issue until new EMD program is implemented. c. Technically, rerouting 911 calls between PSAPs is a large body of work and could be completed relatively quickly. d. Impact to both SNOCOM/SNOPAC E911 funding under current formulas, estimated loss of \$521K annual in funding for SNOCOM.

5	Consolidate call taking, but not dispatch (Single PSAP)	<ul style="list-style-type: none"> a. Answering PSAP would receive all E911 funding. b. Creates several operational challenges, limits overflow call-taking to dispatchers, would like result in a reduction of staff at the dispatch only center
6	Separate police and fire dispatch centers into two agencies, but have a single call-taking PSAP for all calls. (Seattle model)	<ul style="list-style-type: none"> a. Similar to Option 5. An agency not operating a call center gets zero E911 revenue per state law. b. Sizes of dispatch operations would be very different. c. All fire 911 calls would be transferred to fire dispatch agency. c. This would likely delay dispatch of fire calls, and is moving away from national best practice.
7.	Shared phone system with shared call distribution	<ul style="list-style-type: none"> a. There are several ways to integrate the existing Viper phone systems. b. Eliminates all call transfers. c. Integration would allow 911 calls to be delivered to any available call-taker at either PSAP, regardless of the location of the call. d. This could be done relatively quickly. e. There would be some nominal costs to reconfigure the existing system, however this integration could result in a savings estimated to be \$768,000 every 5-7 years. (based on 2016 hardware replacement costs at SNOCOM) f. Would create administrative challenges determining necessary call-taking staffing. g. Would create operational challenge to ensure fair distribution of workload h. Would create additional operational impacts, e.g. call taker in one building for major incident dispatched in other building. <p>Unknown impact to E911 funding with fluid routing of 911 calls.</p>
8.	Consolidate PSAPs	<ul style="list-style-type: none"> a. Eliminate SNOCOM/SNOPAC call transfers altogether.

Exhibit 2

Date: November 1, 2016

To: SNOCOM and SNOPAC Boards

Fm: Joint Task Force on Consolidation

Re: Background Information on Redundancy/Survivability/Continuity of Operations

The Joint Task Force is forwarding this memorandum as an informational item.

Both SNOCOM and SNOPAC have identified the issue of “redundancy” as an important consideration for the consolidation discussion. This memo provides information on the current level of redundancy for both agencies, and looks at how other agencies in the region have addressed this issue.

Now more than ever, SNOCOM and SNOPAC provide critical infrastructure for other systems upon which police, fire and EMS providers depend. Our system is reasonably well protected against isolated issues impacting a single facility, but less so for a regional disaster like an earthquake.

Defining the Issue

While the term “redundancy” is often used to describe “back-up” for an operation, in a broader sense we are looking at “continuity of operations” (COOP). The general idea is to ensure that an agency can continue to perform essential functions under a broad range of scenarios—from a scheduled maintenance shut-down, to a power outage, to a major earthquake. Because SNOCOM and SNOPAC provide critical public safety service, having a solid COOP plan is important.

There are multiple approaches to continuity of operations—in part because no single strategy is likely to cover all contingencies.

Having a “back-up” facility of some sort is one basic strategy—this is what is now in place in Snohomish County. There are variations to the “back-up” strategy, discussed below.

The other basic strategy is to strengthen the operation in place – to harden the facility in order that it is more likely to be operable under a variety of scenarios. This type of strategy involves back-up generators at a minimum—and at scale, involves construction of a facility that can survive earthquakes or other natural disasters. This is the approach that the state has taken in construction of the state emergency operations center.

The Executive Directors of SNOCOM and SNOPAC have looked at this issue and report that while our current situation is consistent with best practices (there are a range of best practices), there are no specific national standards in regards to redundancy / survivability or continuity of operations for Public Safety Answer Points (PSAPs). For further information, see

http://c.ymcdn.com/sites/www.nena.org/resource/resmgr/Standards/NENA-INF-017.2.2015_Disaster.pdf

The Current Situation

Snohomish County benefits from a number of resilient and redundant components at SNOCOM and SNOPAC. These are a product of close collaboration over the years and likely provide greater resiliency than many PSAPs in the nation. Focusing on the PSAPs, at a high level:

- We are reasonably well positioned to address isolated impacts to either facility. Each PSAP has six dispatch workstations reserved in case of an isolated event at the opposite center. As such, SNOCOM’s operations can be almost entirely picked up at SNOPAC. However, SNOCOM’s facility cannot accommodate over half of SNOPAC’s volume—the balance would have to be handled through backup/base radio units at the County’s Emergency Operations Center. In this type of scenario, SNOPAC would send roughly half of their staff to SNOCOM for phones and half to DEM for radio dispatch operations.
- Collectively, we are not in a good position to address a major seismic event or other event that impacts both SNOCOM and SNOPAC’s facilities.

SNOCOM, SERS and SNOPAC have intertwined operations. SERS provides the radio back-bone that allows SNOCOM and SNOPAC to communicate with police fire and EMS units in the field. SERS’s main computer equipment supporting this system is located in the SNOPAC facility. SNOPAC and SNOCOM operate many identical systems, and this in itself provides an important level of redundancy.

The Executive Directors provided an analysis of the core components of the PSAP operations and rated their current resiliency and importance. The Joint Task Force additionally considered how much control we have over each of these components. The results of this analysis are presented in **Table 1**.

Table 1: Core Components of PSAP Operations in Snohomish County— Resiliency, Importance and Control			
System	Resiliency Level	Importance	Our level of control over this system
Land Mobile Voice Radio <i>SERS Trunked Radio System-- base station radios, towers, and connecting microwave/fiber optics cable used to communicate between police/fire/EMS field units and dispatchers. If the fully redundant core of the SERS system goes down (it is located in SNOPAC’s facility), then the system operates in a significantly reduced capacity. Depending on the type of failure, the system may operate in site-trunking mode where dispatch centers operate on limited capability backup radios and field unit communications are</i>	Limited	High	High (after system upgrade)

<p><i>limited to other fields units connected (affiliated) to the same radio site.</i></p>			
<p>Viper 911 <i>911 calls are delivered through the Statewide ESI network. Assuming no connectivity issues, phones in one agency can be instantaneously transferred to be operated out of the other. The limitation here is the number of workstations and staff available to process the call volume.</i></p>	High	High	Medium
<p>Backup PSAP Workstations <i>Both SNOCOM and SNO PAC each maintain 6 backup workstations in the event the other agency is down. While this is sufficient to handle SNOCOM’s call load, these 6 stations can handle less than half of SNO PACs call load.</i></p> <p><i>The County Dept. of Emergency Management (DEM) has space (desks) and radios at the Emergency Operations Center that can supplement the capacity to handle SNO PAC’s call load, albeit in a more limited way -- no CAD review, etc.—as compared to a fully equipped workstation.</i></p>	Medium	High	High
<p>Physical Facilities <i>The buildings in which SNOCOM and SNO PAC operate both have notable deficiencies. See discussion below.</i></p>	Deficient	High	High
<p>CAD/Mobile/RMS/Corrections <i>This is the New World system. Servers and networks are redundant across the PSAPs. If one agency goes dark, the system remains fully operational at the other PSAP, and available to member agencies—but access to the system is limited by the number of physical workstations.</i></p>	High	High	High
<p>Staff: Interoperability <i>Since the two agencies use the same systems, call taker and dispatch staff are largely able to operate in either facility. The current limitation here is that some SNO PAC staff are not fully trained to handle EMS calls which is currently being addressed.</i></p>	High	High	High

<p>Staff Capacity <i>The different levels of on-duty staffing at each PSAP at any given time has two impacts. Due to a smaller number of available staff, SNOCOM's capacity to process a high number of concurrent calls is lower than SNOPAC. Second, SNOCOM can reroute calls to SNOPAC without significant impacts to 911 service levels, while SNOCOM would struggle to absorb SNOPACs call volume during most hours of the day. Consequently, service levels may be impacted until SNOPAC staff relocate to SNOCOM during an unplanned call reroute. This results in different capacity levels for the two agencies as outlined below:</i></p> <ul style="list-style-type: none"> • Capacity to process a high volume of calls during a medium or large incident • during a full PSAP call reroute 	SNOCOM	SNOPAC		
	Medium	High		
	High	Medium		
<p>Staff: Admin & Tech <i>Again, since the two agencies use the same systems, the ability of admin and tech staff to work for/in the other agency is high.</i></p>	High		High	High
<p>Wireless Data <i>Each PSAP has its own RadiolP VPN wireless gateway – but the wireless system is owned/operated by private vendors (Verizon, etc.) If the system is incapacitated (too much volume, towers out of alignment), the ability to communicate with New World Mobile clients, including the ability to locate vehicles in the field is eliminated.</i></p>	Medium		Medium	Medium

Current Facilities Comparison

Since facilities are identified as an area of particular vulnerability, it is important to understand the situation in further detail. **Table 2** outlines facts related to SNOPAC's facility. **Table 3** outlines facts regarding SNOCOM's facility.

Table 2: SNOPAC Facility	
Size	16,363 Sq. Ft.
FTEs working at this facility:	113
Strengths/weakness of facility construction	Concrete construction, partial seismic reinforced, gated parking. Unknown seismic rating.

Location advantages/disadvantages	Geologically optimal glacial till, collocated with EPD, close to main arterials & interstate, close to core infrastructure (fiber, services), straddle three power grids. Proximity to busy roadway creates some risks.
How backed-up now (by whom and how completely?)	SNOCOM & Snohomish County DEM act as SNOPAC's backup. Full system outage would require split of operations which would be difficult for extended periods. The fire-optic cable loop essential to operating the New World System is routed through SNOPAC, providing important system resiliency.
Ownership status	Lease Agreement
Co-tenants if any	Everett Police
Cost, annually	\$245,000
If leased, when does current lease expire	2022
Is there any estimate as to the time that this facility may no longer be large enough to hold the staff for the agency?	There is unused space. Renovation would allow us to use this space for expanded center operations or additional office space.
Could the facility house a combined agency (SNOPAC and SNOCOM)?	Yes, with some renovation and additional parking.

Table 3: SNOCOM Facility	
Size	Approx. 7,900 Sq. Ft.
FTEs working in this facility:	44
Strengths/weakness of facility construction	Concrete tilt up and cinder block construction. Seismic retrofit ~ 2002. Unknown seismic rating.
Location advantages/disadvantages	Located at bottom of hillside, reportedly in or adjacent to liquefaction zone (Note: this information is being re-checked and is subject to confirmation).
How backed-up now (by whom and how completely?)	The SNOPAC facility houses six backup workstations which are equipped with CAD, Phone, and Radios. This is enough to run minimal operations for SNOCOM at a reduced level of service, during peak hours. The fiber-optic cable loop essential to operating the New World System connects to SNOCOM via a stub (last ¼ mile), rather than being on the loop itself, resulting in a single point of failure vulnerability.
Ownership status	Lease Agreement
Co-tenants if any	Mountlake Terrace Public Works
Cost, annually	No annual cost
If leased, when does current lease expire	Lease expires June 23, 2023
Is there any estimate as to the time that this facility may no longer be large enough to hold the staff for the agency?	Should there be no other changes to membership, call routing, etc. the facility should have enough space to house the staff through 2023.

Could the facility house a combined agency?	No
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Options

What are the most common ways that PSAPs/dispatch agencies address the issue of redundancy? What are the “pros” and “cons” of each approach? See **Table 4** below.

Table 4: Options for Providing Redundancy/Continuity of Operations		
Approach	Pros	Cons
<p>“Cold” back-up Center</p> <p><i>A physical location is configured with fully functional workstations that can be started/enabled when needed.</i></p>	<p>Full functionality in the event of primary site abandonment. Protects against possible physical destruction or other event that may be cause for evacuation.</p>	<p>Expensive. Must be used on a routine basis to ensure everything is operational. Fail-over takes time (perhaps hours+) to relocate or call in staff to backup facility, technical issues may not present until center is active, no 911 or dispatch service until staff are relocated (post-earthquake, roads may not be passable).</p>
<p>“Hot” back-up center</p> <p><i>A physical location, equipped and staffed to process call loads. I.e. One Agency, multiple sites.</i></p>	<p>Same as above: Full functionality in the event of primary site abandonment. Protects against possible physical destruction or other event that may be cause for evacuation.</p>	<p>Expensive. Service cannot be re-started until staff are relocated (post-earthquake, roads may not be passable).</p>
<p>Mutual aid agreement with another PSAP/Agency</p>	<p>Best option for seamless failover if PSAPs are like sized and on shared systems.</p>	<p>Expensive. And likely, a regional disaster such as an earthquake will impact both sites. Snohomish County is too large to find a like-sized PSAP that could receive our volume. It is important to train in a back-up facility like this.</p>
<p>Nothing in place</p>	<p>Free</p>	<p>Failing to provide for public and first responders, loss of trust/confidence, liability.</p>
<p>Hardened Prime Site</p>	<p>Less susceptible to major disaster.</p>	<p>Still may be susceptible to isolated issues. It creates flexibility to have a back-up site that is at a lower level of hardening/resiliency.</p>

What is our situation currently in Snohomish County? Our COOP model is basically a “hot back-up center” model.

How Do Other Regional PSAPS Address Continuity of Operations?

Table 5 shows how some other regional agencies are addressing this issue. Responses vary.

Table 5: How are other Regional PSAPs Addressing COOP Issues?	
NORCOM	<p>Satellite phone line space in Redmond, but does not have redundant CAD and IP technology.</p> <p>No mutual aid agreement in place, but is under discussion. Looking at 3 options in King County:</p> <ul style="list-style-type: none"> • constructing 2 hardened sites for all users • connecting all work-sites to use as back-ups • east-of the mountains option <p>Solution here is several years out.</p> <p>Existing facility is very structurally sound in terms of earthquakes, and is stocked for backup supplies (few days)</p>
ValleyCom	<p>Mutual aid agreement to use Sheriff’s center as backup. (reciprocal)</p> <p>Existing facility is “seismically rated”/earthquake hardened, high on a hill/out of flood plain. Backup doesn’t have CAD.</p>
South Sound 911	<p>Mutual aid: Currently, 4 PSAPs...Puyallup dispatch is backup for SS911 police dispatch; Tacoma FD is back-up for FireComm. Major size & space problems.</p> <p>Goal: have a warm back up facility (use 1 of 2 existing PSAP facilities), AND construct a new facility which they that will be very sturdy (“essential facility status”) for their day-to-day operations.</p>
TCOMM	<ul style="list-style-type: none"> • Cold backup at a FD building in Thurston County. • No mutual aid backup, but do provide backup for Lewis County 911, MACECOM • TCOMM building is not earthquake resilient.
CRESA	<p>“Warm backup” in the WSP comm center –WSP answers 911 calls and broadcasts dispatch until CRESA staff arrive to take over.</p>
Seattle	<p>Seattle Police and Fire each have their own dispatch center. They back each other up and regularly operate from each other’s location. A “Warm-back-up” option.</p>

Conclusion and Next Steps

The situation today in terms of continuity of operations is better for SNOCOM than for SNOBAC, but it is not ideal for either agency. Ultimately, there is a trade-off between cost and securing continuity of operations.

The JTF does not yet have a recommendation with respect to which option or options to pursue with respect to the continuity of operations issue. Information from the Facilities RFP (not yet issued) will be needed—e.g., what would a hardened consolidated site cost? The next steps are to issue the Facilities RFP and to price out options for both facilities and the various COOP options identified in Table 4 above. It seems likely that a combination of strategies, phased in over time, is the most prudent and affordable way to increase our resiliency.

SNOCOM MONTHLY ACTIVITY

October 2016

AGENCY ACTIVITY

POLICE	Calls For Service	TSTOPS	Total Activity	Percent of (CFS) Activity	FIRE	Calls For Service	Percent of (CFS) Activity
BPD	126	226	352	1%	Brier	28	0%
EPD	1,504	302	1,806	16%	EFD	424	5%
LPD	2,406	579	2,985	26%	LFD	807	9%
MCPD	714	239	953	8%	MCFD (DS7)	140	2%
MLTPD	729	124	853	8%	MLTFD	206	2%
MKPD	712	115	827	8%	MKFD	223	2%
WPD	21	13	34	0%	FD1	1,084	12%
Total	6,212	1,598	7,810	68%	Total	2,912	32%

CFS # = PD CFS W/O SELF INITIATED AND W/O TS (FINAL TYPE CODE)

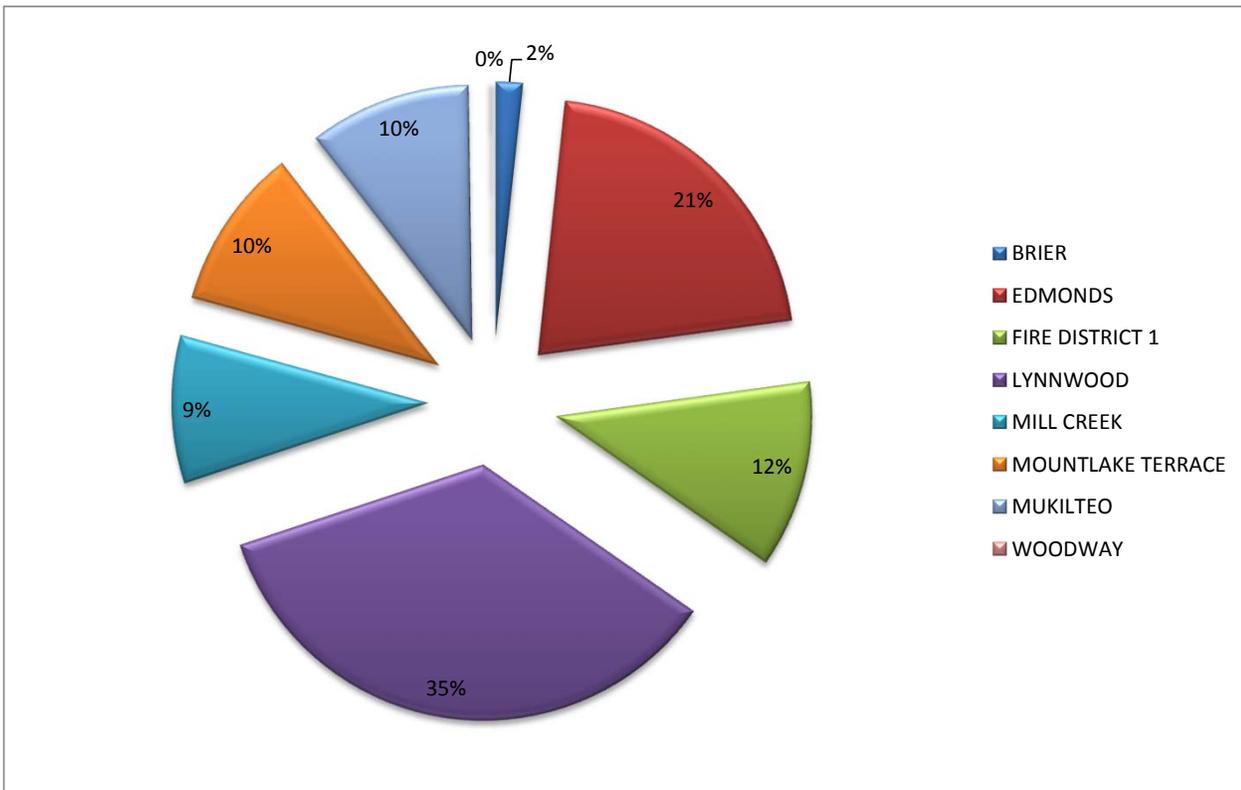
TSTOP # = PD TRAFFIC STOPS USING FINAL TYPE CODE

TOTAL ACTIVITY = CFS + TSTOPS

CFS # = ALL FIRE CFS FOR EACH AGENCY DETERMINED BY QUADRANT

CFS TOTAL ACTIVITY

POLICE	FIRE	TOTAL
6,212	2,912	9,124



SNOCOM AGENCY COMPARISONS

October 2016

AGENCY ASSESSMENT INCIDENTS (Calls For Service)

POLICE	Oct-15	Oct-16	% CHANGE
BPD	140	126	-10.00%
EPD	2,060	1,504	-26.99%
LPD	3,084	2,406	-21.98%
MCPD	783	714	-8.81%
MLTPD	1,010	729	-27.82%
MKPD	1,043	712	-31.74%
WPD	33	21	-36.36%
Subtotal	8,153	6,212	-23.81%

YTD 2015	YTD 2016	% CHANGE
1,598	1,387	-13.20%
19,695	18,391	-6.62%
30,848	26,905	-12.78%
8,660	7,576	-12.52%
10,540	8,774	-16.76%
10,139	9,066	-10.58%
340	245	-27.94%
81,820	72,344	-11.58%

2016% YTD TOTAL
1.37%
18.14%
26.54%
7.47%
8.66%
8.94%
0.24%
71.37%

FIRE	Oct-15	Oct-16	% CHANGE
Brier	25	28	12.00%
EFD	396	424	7.07%
LFD	477	807	69.18%
FD1	918	1084	18.08%
MCFD	119	140	17.65%
MLTFD	180	206	14.44%
MKFD	143	223	55.94%
Subtotal	2,258	2,912	28.96%

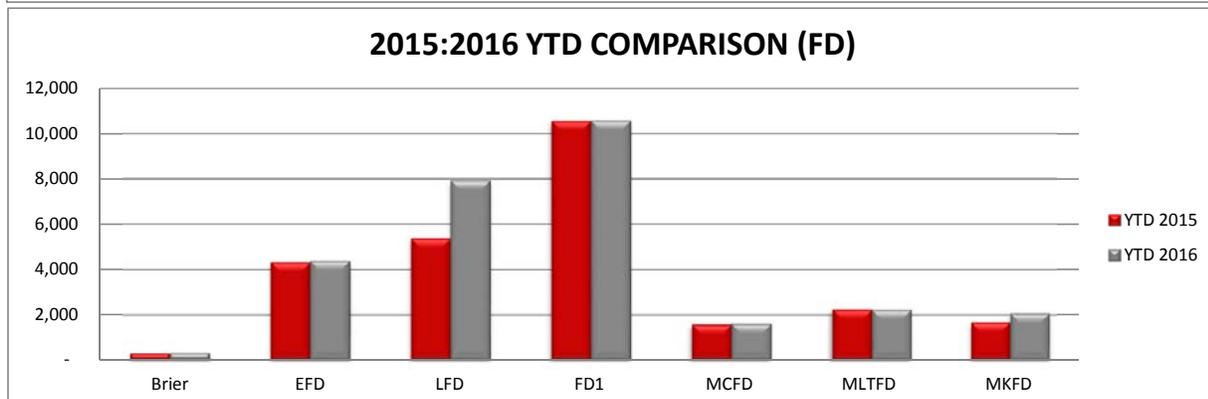
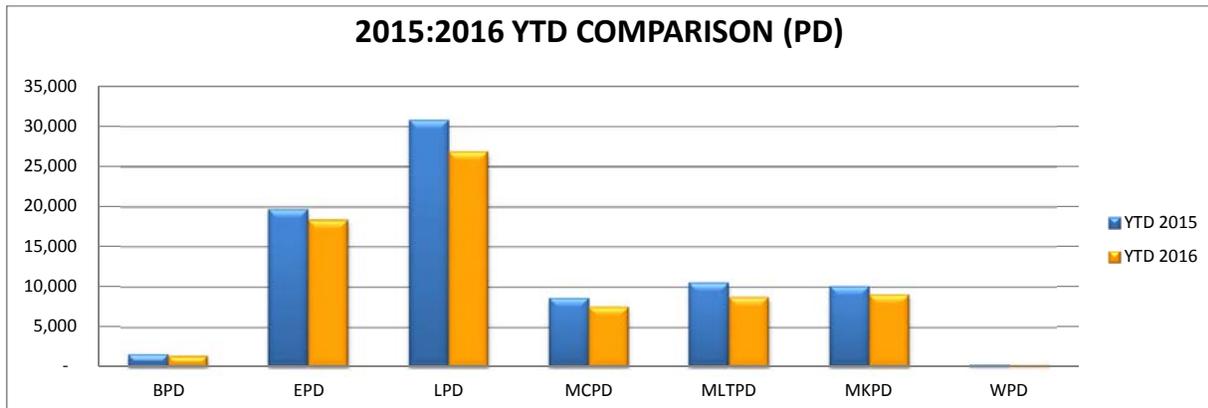
YTD 2015	YTD 2016	% CHANGE
293	303	3.41%
4,329	4,375	1.06%
5,388	7,921	47.01%
10,554	10,562	0.08%
1,569	1,592	1.47%
2,245	2,219	-1.16%
1,666	2,055	23.35%
26,044	29,027	11.45%

2016 % YTD TOTAL
0.30%
4.32%
7.81%
10.42%
1.57%
2.19%
2.03%
28.63%

TOTAL	10,411	9,124	-12.36%
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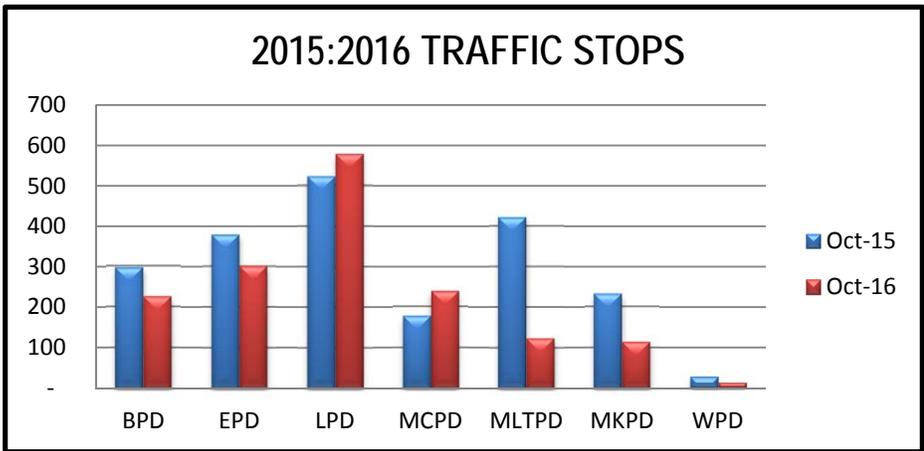
107,864	101,371	-6.02%
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100.00%

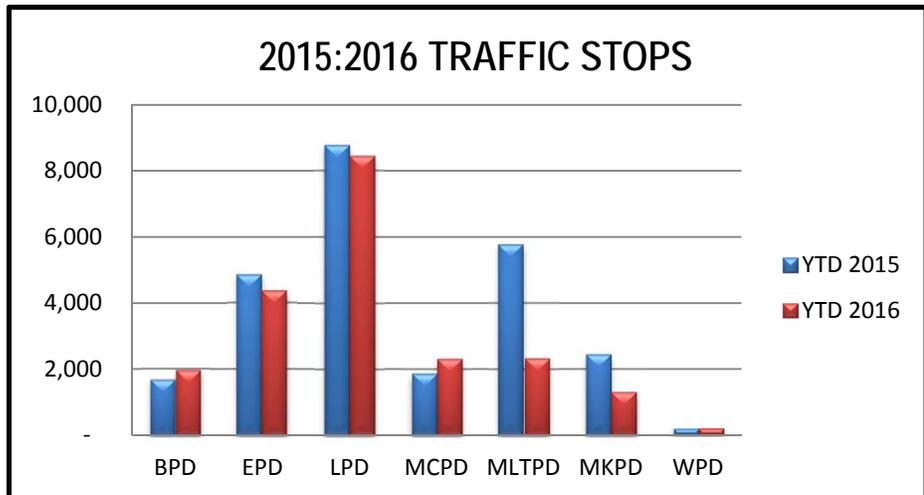


SNOCOM POLICE DEPARTMENT TRAFFIC STOP COMPARISONS

POLICE	Oct-15	Oct-16	% CHANGE
BPD	297	226	-24%
EPD	379	302	-20%
LPD	524	579	10%
MCPD	178	239	34%
MLTPD	422	124	-71%
MKPD	233	115	-51%
WPD	27	13	-52%
Total	2,060	1,598	-22%

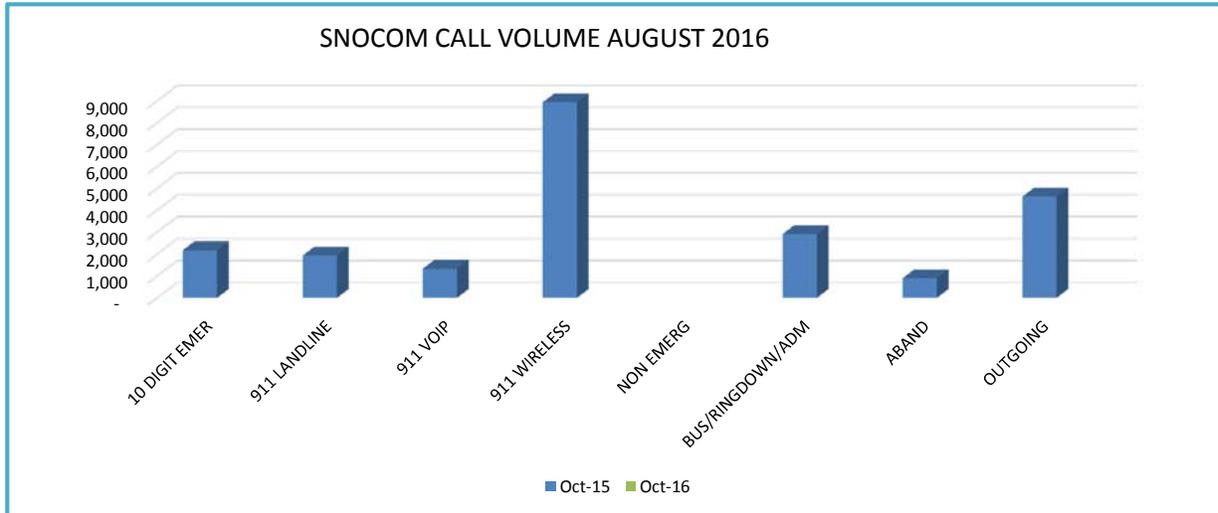


POLICE	YTD 2015	YTD 2016	% CHANGE
BPD	1,682	1,971	17%
EPD	4,847	4,365	-10%
LPD	8,786	8,461	-4%
MCPD	1,869	2,314	24%
MLTPD	5,778	2,332	-60%
MKPD	2,444	1,316	-46%
WPD	187	195	4%
Total	25,593	20,954	-18%



SNOCOM CALL VOLUME OCTOBER 2016

CALL VOLUME	Oct-15	Oct-16	2016 YTD
10 DIGIT EMER	2,182		
911 LANDLINE	1,940		
911 VOIP	1,335		
911 WIRELESS	8,937		
NON EMERG			
BUS/RINGDOWN/ADM	2,910		
TOTALS	17,304	-	0
ABAND	901		
OUTGOING	4,623		



ACCESS PAPERWORK BY SNOCOM

ACTION	Oct-15	Oct-16	YTD 2016
CANCELLED	751	175	1,386
CLEARED	262	317	3,039
ENTERED	803	850	8,696
LOCATED	46	74	669
MODIFIED	246	255	2,702
SERVED	5	12	128
Total	2,113	1,683	16,620



TYPE	Oct-15	Oct-16	2016 YTD
GUNS	11	5	137
PROTECTION ORDERS	179	193	2,094
PERSONS	33	26	498
PROPERTY CRIMES	683	101	768
SUPPLEMENTS	136	108	1,200
VEHICLE CRIMES	342	430	3,800
WARRANTS	729	820	8,123
Total	2,113	1,683	16,620

