

**Eastside Regional Public Safety Communication Center Initiative**  
**STATEMENT OF OPERATING VALUES AND PRINCIPLES (SOVP)**  
**SURVEY RESPONSES July 2005**

**Responses:**

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<b>Woodinville Fire District</b>	<b>1 - 6</b>	<b>Bellevue</b>	<b>40 - 45</b>
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**WOODINVILLE FIRE AND LIFE SAFETY DISTRICT**  
**Part 1: MISSION**

<b>Concept / Principle / Value</b> <i>The regional dispatch agency should...</i>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
<i>Take calls for emergency police, fire and medical services (SNOPAC)</i>	XXX		
<i>Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)</i>	X		
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	XXX		XXX
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	XXX		XXX
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	XXX		XXX
Increase in the level of dispatch services available across the board to member agencies.	XXX		XXX
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	XXX		XXX
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	XXX		XXX
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	XXX		XXX
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.	XXX		
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	XXX		XXX
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).	XX		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each		X	

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>The regional dispatch agency should...</i>			
jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>			
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>	X		
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details	X		X
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project	XXX		
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		XXX	
The regional dispatch agency should have owners and customers / subscribers who are not owners.	XXX		XXX
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	XX		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	XXX		XXX
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	XXX		XXX
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	XXX		XXX
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	XXX		XXX
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	XXX		XXX
Effectiveness of operation is generally <u>equally as important</u> as efficiency	XXX		XXX
Effectiveness of operations is <u>more important</u> than efficiency		X	
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	XXX		
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	XXX		XXX
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		X	
At least two different service levels should be available to participants, with associated cost differential	XX		X
Other:			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	XXX		XXX
The first priority is delivering quality service to the general public	XXX		XXX
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	X		
Provide what the customers want	XXX		
Exceed customer expectations <b>How do we measure this?</b>	XXX		X
Seek equity between participants—large and small, police and Fire/EMS <b>How do we measure this?</b>	XXX		
Market / Communicate the successes of the agency to the public, to members and clients	XXX		XXX
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	XXX		XXX
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		XXX	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	XXX		XXX
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions		X	
The agency should be structured and managed to enhance cooperation between member jurisdictions	XX		XX
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	XXX		XXX
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	XXX		XXX
The facility must be seismically sound.	XXX		XXX
The facility should be located in a place and in a facility that minimizes its risk as a potential target	XXX		XXX
The facility should be centrally located with relatively easy accessibility by all members	XXX		XXX
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	XXX		XXX
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.	XXX		XXX
The facility must be in a free-standing location.		XX	
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		X	
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	XX		
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	XXX		XXX
Dispatchers must have a very high level of understanding of the territory they serve	XXX		XXX
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits	XXX		XXX
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to	XXX		XXX

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
be hired			
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch		XXX	
Allow reasonable discretion and authority to make decisions in the field to benefit customers	XXX		XX
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	XXX		XXX
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	XXX		XXX
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained</u> , cross-utilized if necessary.	XXX		XXX
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>		XX	
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.	X		
Dispatch of police and fire should be completely integrated		X	
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>		X	
A strong linkage between the regional dispatch and local EOCs must be ensured	X		
Eliminate the built-in delays in communicating between communications centers	XX		X
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	XX		X
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life		XX	
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.		X	
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.		XXX	
The agency must have capacity to meet peaks in demand and maintain standards at all times	XXX		XXX
The agency must employ rigorous quality control and reporting practices	XXX		XXX
Other:			

### Part 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Governance model must provide everyone a voice and a vote.	XXX		XXX
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	XXX		XX
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.	X		
No one member should have veto authority or the power to control decisions	XXX		XXX
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt. <b>Based on not knowing who makes up the board.</b>	XXX		XXX
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	XXX		XXX
Clarity about mission and purpose is critical	XXX		XXX
There need to be checks and balances to ensure minority voices can be heard	XX		X
Dispute resolution process should be built into the governance model.	XXX		XXX
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	XXX		XXX
Governance / Finance model should address the means and consequences of departure by any member.	XXX		XXX
Initial participants should be significantly rewarded in the finance and governance structure	XXX		XXX
Latecomers should not be penalized in terms of governance and finance	XX		
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	XXX		XXX
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.	XXX		XX
Non-owner customers should be represented by a seat or seats on the executive board.		XX	
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	XXX		XXX
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load	XXX		XXX
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume		XX	
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	XX		XX
In addition to an executive board, there should also be a <u>single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.	XXX		XXX
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	XXX		XXX
Both customers and owners should be represented on operational board(s)	XXX		XX
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	XXX		XXX
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	XXX		XXX
The agency should be able to issue its own debt, rather than rely	XXX		XXX

<b>Concept / Principle / Value</b>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
on the debt of its members to fund major expenses.			
The agency should be created as a new, separate taxing district that could impose a property tax.	X		Potential jr. taxing district issues.
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	XXX		XXX
Other:			

**MERCER ISLAND**

**Part 1: MISSION**

<b>Concept / Principle / Value</b> <i>The regional dispatch agency should...</i>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	✓✓✓		X
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	✓✓✓		X
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	✓✓✓		X
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	✓✓✓		X
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making <i>Not all agencies owners</i>	✓✓✓		X
Increase in the level of dispatch services available across the board to member agencies. <i>(Neutral)</i>	✓		
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	✓✓		
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	✓		
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	✓✓		
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.		✓	
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	✓✓		
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).	✓✓✓		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>			
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that		✓✓	

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
central database— <i>Regardless of whether police records are also regionalized.</i>			
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details	✓✓		X
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project	✓✓		
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		✓✓	X
The regional dispatch agency should have owners and customers / subscribers who are not owners.	✓✓		X
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	✓✓		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.		✓✓	X
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	✓		
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	✓✓		X
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	✓✓		X
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	✓✓		
Effectiveness of operation is generally <u>equally as important</u> as efficiency		✓	
Effectiveness of operations is <u>more important</u> than efficiency	✓✓		X
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	✓✓		
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	✓✓		
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies	✓		
At least two different service levels should be available to participants, with associated cost differential	✓✓		X

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	✓✓		X
The first priority is delivering quality service to the general public	✓✓		X
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	✓✓✓		X
Provide what the customers want	✓✓		
Exceed customer expectations	✓✓		
Seek equity between participants—large and small, police and Fire/EMS (Level of Service)	✓✓✓		X
Market / Communicate the successes of the agency to the public, to members and clients	✓✓		
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	✓		
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		✓✓	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	✓✓		
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions	✓✓✓		X
The agency should be structured and managed to enhance cooperation between member jurisdictions	✓✓✓		
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	✓✓		
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	✓✓		
The facility must be seismically sound.	✓✓✓		
The facility should be located in a place and in a facility that minimizes its risk as a potential target	✓✓✓		
The facility should be centrally located with relatively easy accessibility by all members	✓		
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	✓✓		
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.	✓✓		
The facility must be in a free-standing location.		✓	
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		✓✓	
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	✓✓		
Other: Consider operational issues also			
<i>Ideas about employees</i>			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
The agency must be able to attract and retain a high quality workforce	✓✓		
Dispatchers must have a very high level of understanding of the territory they serve	✓		
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits		✓	
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired	✓		
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch		✓	
Allow reasonable discretion and authority to make decisions in the field to benefit customers	✓		
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	✓✓		
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	✓✓✓		
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained, cross-utilized if necessary.</u>	✓✓		X
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>		✓✓	
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.		✓✓	
Dispatch of police and fire should be completely integrated		✓✓	
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>	✓✓✓		X
A strong linkage between the regional dispatch and local EOCs must be ensured	✓✓✓		X
Eliminate the built-in delays in communicating between communications centers	✓		
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	✓		X
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life	✓✓		
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.	✓		
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	✓		
The agency must have capacity to meet peaks in demand and maintain standards at all times	✓✓✓		X

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
The agency must employ rigorous quality control and reporting practices	✓✓✓		X
Other:			

### Part 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote. (Voice & vote – owners)		✓	
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	✓✓		X
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.		✓✓	
No one member should have veto authority or the power to control decisions	✓✓		
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	✓✓		
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	✓✓		
Clarity about mission and purpose is critical	✓✓		
There need to be checks and balances to ensure minority voices can be heard	✓✓		
Dispute resolution process should be built into the governance model.	✓✓		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	✓✓		
Governance / Finance model should address the means and consequences of departure by any member.	✓✓		
Initial participants should be significantly rewarded in the finance and governance structure	✓		
Latecomers should not be penalized in terms of governance and finance (fee)		✓	
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	✓✓		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.	✓✓		
Non-owner customers should be represented by a seat or seats on the executive board.		✓✓	
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	✓✓		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load		✓	
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume	✓		
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	✓✓		
In addition to an executive board, there should also be a <u>single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board. Need overlap between the two! Liaison		✓✓	
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	✓✓		

<b>Concept / Principle / Value</b>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
Both customers and owners should be represented on operational board(s)	✓✓		
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.		✓	
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	✓		
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.	✓		
The agency should be created as a new, separate taxing district that could impose a property tax.		✓	
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	✓✓		
Other:			

**Northshore Fire District  
Part 1: MISSION**

<b>Concept / Principle / Value</b> <i>The regional dispatch agency should...</i>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	♪♪♪		Y
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	♪♪♪		Y
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	♪♪♪		Y
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	♪♪♪		Y
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making A customer may not have all these rights	♪♪♪		Y
Increase in the level of dispatch services available across the board to member agencies.	♪♪		N
Place a high priority on standardizing SOPs in order to achieve potential efficiencies If only in relationship to dispatch, then this would be higher	♪		N
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	♪♪♪		Y
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	♪♪♪		Y
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.		♪	N
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	♪♪		N
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).	♪♪♪		N
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>		♪	N
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>		♪	N
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details		♪	N
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project	♪		N

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		♪♪	Y
The regional dispatch agency should have owners and customers / subscribers who are not owners.	♪♪♪		Y
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	♪♪		Y
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	♪♪♪		N
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	♪♪		N
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	♪♪		Y
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	♪♪		N
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i> <b>Is EPSCA an example or the product?</b>			N
Effectiveness of operation is generally <u>equally as important</u> as efficiency		♪	N
Effectiveness of operations is <u>more important</u> than efficiency	♪		N
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	♪♪		N
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	♪♪♪		Y
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		♪	N
At least two different service levels should be available to participants, with associated cost differential <b>Need to see what this looks like first</b>	♪		N
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	♪♪♪		Y
The first priority is delivering quality service to the general public	♪♪♪		Y
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority <b>This is the better statement</b>	♪♪♪		Y
Provide what the customers want	♪♪		N
Exceed customer expectations	♪		N
Seek equity between participants—large and small, police and Fire/EMS <b>Fairness might be a better term</b>	♪		N
Market / Communicate the successes of the agency to the public, to	♪		N

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
members and clients			
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	♪♪		N
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		♪♪	N
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	♪♪♪		Y
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions	♪♪♪		N
The agency should be structured and managed to enhance cooperation between member jurisdictions	♪♪		N
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	♪♪♪		Y
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	♪♪♪		N
The facility must be seismically sound.	♪♪♪		N
The facility should be located in a place and in a facility that minimizes its risk as a potential target	♪♪		N
The facility should be centrally located with relatively easy accessibility by all members	♪		N
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	♪♪		N
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.	♪		N
The facility must be in a free-standing location.			N
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.			N
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	♪♪		N
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	♪♪♪		Y
Dispatchers must have a very high level of understanding of the territory they serve	♪♪		N
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits		♪	N
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired		♪	N
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch		♪	N
Allow reasonable discretion and authority to make decisions in the field to benefit customers	♪♪		N
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	♪♪♪		Y
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and	♪♪♪		Y

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
shall be selected by and serve at the pleasure of the board of the new agency.			
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff</u> should be cross-trained, cross-utilized if necessary. <b>There are many levels of cross training, ie there is a big difference between call taking and actual dispatching.</b>	♪		Y
Dispatch of police and fire should be completely separate with <u>no</u> cross-utilization of staff	♪♪♪		Y
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.		♪	N
Dispatch of police and fire should be completely integrated		♪♪♪	Y
<i>Other ideas about dispatch operations—technical</i>			
<b>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</b>		♪	
A strong linkage between the regional dispatch and local EOCs must be ensured	♪♪♪		Y
Eliminate the built-in delays in communicating between communications centers	♪♪		N
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	♪		N
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life <b>COULD NOT ANSWER IN THE BOXES – oppose ♪ and N</b>		♪	N
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall. <b>A negotiated item when the facts are known</b>		♪	N
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	♪		N
The agency must have capacity to meet peaks in demand and maintain standards at all times	♪♪♪		N
The agency must employ rigorous quality control and reporting practices	♪♪		N
Other:			

### 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote. If there are owners <b>and</b> customers		♪	Y
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	♪♪♪		Y
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.	♪♪♪		Y
No one member should have veto authority or the power to control	♪♪♪		Y

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
decisions			
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	♪♪		Y
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	♪♪♪		N
Clarity about mission and purpose is critical	♪♪♪		Y
There need to be checks and balances to ensure minority voices can be heard	♪♪♪		Y
Dispute resolution process should be built into the governance model.	♪♪♪		Y
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	♪♪♪		Y
Governance / Finance model should address the means and consequences of departure by any member.	♪♪♪		Y
Initial participants should be significantly rewarded in the finance and governance structure	♪		Y
Latecomers should not be penalized in terms of governance and finance <b>maybe financially</b>		♪	
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	♪♪♪		Y
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.	♪		
Non-owner customers should be represented by a seat or seats on the executive board.	♪♪♪		Y
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	♪♪♪		Y
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load <b>It depends on the topic</b>		♪	Y
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume		♪	Y
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	♪♪♪		Y
In addition to an executive board, there should also be a <u>single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.		♪♪♪	Y
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	♪♪♪		Y
Both customers and owners should be represented on operational board(s) <b>DOES THIS MEAN VOICE OR VOTE?</b>	♪♪		
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	♪		Y
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	♪♪		
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.	♪		Y
The agency should be created as a new, separate taxing district that could impose a property tax.		♪♪	
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	♪♪		N
Other:			

**Eastside Fire and Rescue**  
**Part 1: MISSION**

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	***		
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	***		
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	***		
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	***		
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	***		
Increase in the level of dispatch services available across the board to member agencies.		***	
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	***		
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	***		
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	***		
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.		***	
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	***		
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).	***		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>		***	
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>	***		
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details	***		
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project		***	
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency	***		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>The regional dispatch agency should...</i>			
should be owners – there should not be customers.			
The regional dispatch agency should have owners and customers / subscribers who are not owners.		***	
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	***		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	***		
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	***		
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	***		
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	***		
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	***		
Effectiveness of operation is generally <u>equally as important</u> as efficiency		***	
Effectiveness of operations is <u>more important</u> than efficiency	***		
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	***		
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	***		
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies	***		
At least two different service levels should be available to participants, with associated cost differential		***	
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	***		
The first priority is delivering quality service to the general public	***		
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	*		
Provide what the customers want	***		
Exceed customer expectations	***		
Seek equity between participants—large and small, police and Fire/EMS	***		
Market / Communicate the successes of the agency to the public, to members and clients	***		
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	***		
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		***	
Management policies should ensure meaningful opportunities for	***		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
input on decisions from all customers and owners			
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions	***		
The agency should be structured and managed to enhance cooperation between member jurisdictions	***		
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	***		
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	***		
The facility must be seismically sound.	***		
The facility should be located in a place and in a facility that minimizes its risk as a potential target			
The facility should be centrally located with relatively easy accessibility by all members		***	
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	***		
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.	***		
The facility must be in a free-standing location.		***	
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		***	
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	***		
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	***		
Dispatchers must have a very high level of understanding of the territory they serve	***		
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits	***		
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired	***		
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch	***		
Allow reasonable discretion and authority to make decisions in the field to benefit customers	***		
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	***		
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	***		
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained</u> , cross-utilized if necessary.	***		
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>		***	
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs	***		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
overall.			
Dispatch of police and fire should be completely integrated	***		
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>	***		
A strong linkage between the regional dispatch and local EOCs must be ensured	***		
Eliminate the built-in delays in communicating between communications centers	***		
The very best of technology choices should be available to members—but not all members should be required to purchase all services.		***	
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life	***		
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.	***		
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	***		
The agency must have capacity to meet peaks in demand and maintain standards at all times	***		
The agency must employ rigorous quality control and reporting practices	***		
Other:			

### Part 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote.	***		
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.		***	
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.	***		
No one member should have veto authority or the power to control decisions	***		
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	***		
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	***		
Clarity about mission and purpose is critical	***		
There need to be checks and balances to ensure minority voices can be heard	***		
Dispute resolution process should be built into the governance model.	***		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	***		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Governance / Finance model should address the means and consequences of departure by any member.	***		
Initial participants should be significantly rewarded in the finance and governance structure	***		
Latecomers should not be penalized in terms of governance and finance	*		
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	***		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.		***	
Non-owner customers should be represented by a seat or seats on the executive board.		***	
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	***		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load	***		
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume		***	
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	***		
In addition to an executive board, there should also be <u>a single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.	***		
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	***		
Both customers and owners should be represented on operational board(s)		***	
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	***		
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	***		
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.	***		
The agency should be created as a new, separate taxing district that could impose a property tax.	***		
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	***		
Other:			

**Shoreline Fire District  
Part 1: MISSION**

<b>Concept / Principle / Value</b> <i>The regional dispatch agency should...</i>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	XXX		XXX
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	XXX		XXX
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	XXX		XXX
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	XXX		XXX
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	XXX		XXX
Increase in the level of dispatch services available across the board to member agencies.	X		
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	X		
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	XXX!!!		XXX
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	XX		X
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.		X	
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	X		X
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).	XX		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>		X	
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>	X		
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details	X		
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project	XX		
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.	X		
The regional dispatch agency should have owners and customers /		X	

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
subscribers who are not owners.			
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	XXX		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	X		
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	X		
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	X		
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	X		
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	X		
Effectiveness of operation is generally <u>equally as important</u> as efficiency		X	
Effectiveness of operations is <u>more important</u> than efficiency	X		
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	X		
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	XXX		X
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		X	
At least two different service levels should be available to participants, with associated cost differential	X		
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	XXX		XXX
The first priority is delivering quality service to the general public	XXX		XXX
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	X		X
Provide what the customers want	X		
Exceed customer expectations	XXX		X
Seek equity between participants—large and small, police and Fire/EMS		X	
Market / Communicate the successes of the agency to the public, to members and clients	X		X
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	X		
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		X	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	XXX		X

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions	X		
The agency should be structured and managed to enhance cooperation between member jurisdictions	XX		
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	XXX		X
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	X		
The facility must be seismically sound.	XXX		
The facility should be located in a place and in a facility that minimizes its risk as a potential target	XX		
The facility should be centrally located with relatively easy accessibility by all members		X	
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	X		
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.	X		
The facility must be in a free-standing location.		X	
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		X	
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	X		
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	XXX		
Dispatchers must have a very high level of understanding of the territory they serve	X		
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits		X	
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired	X		
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch		X	
Allow reasonable discretion and authority to make decisions in the field to benefit customers	X		
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	X		
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	XXX		
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained</u> , cross-utilized if necessary.	X		
Dispatch of police and fire should be completely separate with <u>no</u>		X	

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<u>cross-utilization of staff</u>			
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.		X	
Dispatch of police and fire should be completely integrated		XXX	
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>	X		
A strong linkage between the regional dispatch and local EOCs must be ensured	X		
Eliminate the built-in delays in communicating between communications centers	XXX		
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	X		
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life		X	
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.	X		
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	X		
The agency must have capacity to meet peaks in demand and maintain standards at all times	XXX		
The agency must employ rigorous quality control and reporting practices	XXX		
Other:			

**Part 3: GOVERNANCE AND FINANCE**

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote.	XX		X
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	X		
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.		X	
No one member should have veto authority or the power to control decisions	XXX		
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	XXX		
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	XXX		X
Clarity about mission and purpose is critical	XX		
There need to be checks and balances to ensure minority voices can be heard	XX		
Dispute resolution process should be built into the governance model.	XXX		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	XXX		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Governance / Finance model should address the means and consequences of departure by any member.	XXX		
Initial participants should be significantly rewarded in the finance and governance structure	XX		
Latecomers should not be penalized in terms of governance and finance		X	
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	XXX		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.		X	
Non-owner customers should be represented by a seat or seats on the executive board.	XX		
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	XXX		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load	X		
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume		X	
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	XXX		
In addition to an executive board, there should also be <u>a single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.		XXX	
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	XXX		
Both customers and owners should be represented on operational board(s)	XXX		
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	XX		
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	X		
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.	X		
The agency should be created as a new, separate taxing district that could impose a property tax.		XXX	
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	XXX		
Other:			

**Redmond**  
**Part 1: MISSION**

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
<i>Ideas about scope of mission (scope does not include Redmond Police)</i>			
Take calls for emergency , fire and medical services (SNOPAC) <i>comment: Delete Police</i>	X		
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	X		
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	X		
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	X		
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	X		
Increase in the level of dispatch services available across the board to member agencies.	X		
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	X		
Recognize the unique communications needs of Fire, EMS and agencies and be prepared to address them independently	X		
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. <i>Comment: not sure what is meant here</i>	X		
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.			
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	X		
<i>Ideas about records management</i> <i>Comment: (Redmond does not support expansion into police records mgmt)</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).		X	
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>		X	
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>	X		
<i>Ideas about 800 MHz / EPSCA role</i> <i>Comment: (Premature given the EPSCA Board has not yet addressed this issue and the EPSCA model is working)</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details		X	

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>The regional dispatch agency should...</i>			
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project		X	
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		X	
The regional dispatch agency should have owners and customers / subscribers who are not owners.	X		
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	X		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	X		
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	X		
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	X		
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	X		
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	X		
Effectiveness of operation is generally <u>equally as important as efficiency</u>			
Effectiveness of operations is <u>more important</u> than efficiency			
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria			
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	X		
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		X	
At least two different service levels should be available to participants, with associated cost differential	X		
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	X		
The first priority is delivering quality service to the general public	X		
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	X		
Provide what the customers want	X		
Exceed customer expectations	X		
Seek equity between participants—large and small, and Fire/EMS	X		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Market / Communicate the successes of the agency to the public, to members and clients <b>Comment: Communication issues such as these are premature at this time</b>		X –	
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	X		
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		x	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	X		
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions			
The agency should be structured and managed to enhance cooperation between member jurisdictions	X		
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	X		
Other:			
Ideas about location of the dispatch center: Comment (Please see City's interview comments re: location concerns)			
Location choice and set-up must support interoperability among agencies.			
The facility must be seismically sound.			
The facility should be located in a place and in a facility that minimizes its risk as a potential target			
The facility should be centrally located with relatively easy accessibility by all members			
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.			
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.			
The facility must be in a free-standing location.			
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.			
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.			
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	X		
Dispatchers must have a very high level of understanding of the territory they serve	X		
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits		X	
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired <b>Comment: Premature at this time</b>	X –		
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch		x	
Allow reasonable discretion and authority to make decisions in the field to benefit customers	X		
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	X		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	X		
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i> <i>Comment: (Not applicable for Redmond Police)</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained</u> , cross-utilized if necessary.			
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>			
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.			
Dispatch of police and fire should be completely integrated			
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>		X	
A strong linkage between the regional dispatch and local EOCs must be ensured	X		
Eliminate the built-in delays in communicating between communications centers	X		
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	X		
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life	X		
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.		X	
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	X		
The agency must have capacity to meet peaks in demand and maintain standards at all times	x		
The agency must employ rigorous quality control and reporting practices	X		
Other:			

### Part 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote.	X		
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	X		
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.	X		
No one member should have veto authority or the power to control decisions		X	
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	X		
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	X		
Clarity about mission and purpose is critical	X		
There need to be checks and balances to ensure minority voices can be heard	X		
Dispute resolution process should be built into the governance model.	X		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	X		
Governance / Finance model should address the means and consequences of departure by any member.	x		
Initial participants should be significantly rewarded in the finance and governance structure		X	
Latecomers should not be penalized in terms of governance and finance	X		
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	X		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.		X	
Non-owner customers should be represented by a seat or seats on the executive board.	X		
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	X		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load		X	
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume	X		
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	X		
In addition to an executive board, there should also be <u>a single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.		X	
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	x		
Both customers and owners should be represented on operational board(s)	X		
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.		X	
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding		X	

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.		X	
The agency should be created as a new, separate taxing district that could impose a property tax.		X	
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	X		
Other:			

- The City wants to reiterate that Redmond Police is not included in this study.
- Redmond's location concerns were summarized in its consultant interview and the SOVP statements under location did not fully capture the City's concerns so Redmond will stand on its interview comments rather than respond to the statements.
- As Redmond commented at the June 17 meeting, some of the issues noted herein (such as communications) appear to be premature. Some participating agencies such as Redmond are participating in a study to assess the feasibility of a regional com ctr rather than a study to make it happen, so questions that appear to advance the latter seem premature.

**City of Bothell**  
**Part 1: MISSION**

<b>Concept / Principle / Value</b> <i>The regional dispatch agency should...</i>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	xxx		Xxx
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	Xxx		
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	xxx		Xxx
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	xxx		Xxx
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	xxx		Xxx
Increase in the level of dispatch services available across the board to member agencies.	Xxx		
Place a high priority on standardizing SOPs in order to achieve potential efficiencies For dispatch For all players/jurisdictions	Xxx Xx		
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	Xxx		Xxx
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	Xxx		
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the paramount, but equal, goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.	xxx		xxx
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	X		
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).		Xxx	
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>	Xxx		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>	Xxx		
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details	Xxx		
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the	X		

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
project			
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		xxx	
The regional dispatch agency should have owners and customers / subscribers who are not owners.	xxx		Xxx
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	Xxx		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	Xxx		
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	Xxx		
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	Xxx		
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	xxx		Xxx
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	Xxx		
Effectiveness of operation is generally <u>equally as important</u> as efficiency	Xxx		
Effectiveness of operations is <u>more important</u> than efficiency		X	
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	Xxx		
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	xxx		Xxx
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies <b>Need more detail</b>			
At least two different service levels should be available to participants, with associated cost differential <b>Need more detail</b>			
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	xxx		Xxx
The first priority is delivering quality service to the general public	xxx		Xxx
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	Xxx		
Provide what the customers want	Xxx		
Exceed customer expectations	Xxx		
Seek equity between participants—large and small, police and Fire/EMS <b>Need more detail</b>			
Market / Communicate the successes of the agency to the public, to members and clients	X		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<b>What about weaknesses?</b>			
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	Xxx		
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		Xxx	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	xxx		xxx
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions <b>Quality of Life? Need more detail</b>			
The agency should be structured and managed to enhance cooperation between member jurisdictions	Xxx		
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	xxx		Xxx
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	Xxx		
The facility must be seismically sound.	Xxx		
The facility should be located in a place and in a facility that minimizes its risk as a potential target	Xxx		
The facility should be centrally located with relatively easy accessibility by all members		X	
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	Xxx		
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor. <b>Opposed to not owning the building</b>			
The facility must be in a free-standing location.	Xxx		
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.	xxx		
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	Xxx		
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	xxx		Xxx
Dispatchers must have a very high level of understanding of the territory they serve	Xxx		
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits	xxx		Xxx
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired		Xxx	
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch	xxx		Xxx
Allow reasonable discretion and authority to make decisions in the field to benefit customers <b>By Whom?</b>	xxx		
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	Xxx		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	Xxx		
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff</u> should be cross-trained, cross-utilized if necessary. <u>If possible</u>	xxx		
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>		X	
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.	X		
Dispatch of police and fire should be completely integrated		X	
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>	Xxx		
A strong linkage between the regional dispatch and local EOCs must be ensured	Xxx		
Eliminate the built-in delays in communicating between communications centers	Xxx		
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	Xxx		
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life	xxx		
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.		Xxx	
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	Xxx		
The agency must have capacity to meet peaks in demand and maintain standards at all times	Xxx		
The agency must employ rigorous quality control and reporting practices	Xxx		
Other:			

### Part 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote. <u>If they are owners</u> <u>If they are customers = a vote</u>	xxx	xxx	xxx
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.		xxx	
<i>Ideas about veto power, supermajority votes</i>			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Certain issues should require unanimity.	Xxx		
No one member should have veto authority or the power to control decisions	xxx		Xxx
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	Xxx		
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	xxx		Xxx
Clarity about mission and purpose is critical	Xxx		
There need to be checks and balances to ensure minority voices can be heard	Xxx		
Dispute resolution process should be built into the governance model.	Xxx		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	xxx		Xxx
Governance / Finance model should address the means and consequences of departure by any member.	xxx		
Initial participants should be significantly rewarded in the finance and governance structure		Xxx	
Latecomers should not be penalized or rewarded in terms of governance and finance Need to pre-establish an equalization or start-up fee	Xxx		
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	Xxx		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.		Xxx	
Non-owner customers should be represented by a seat or seats on the executive board.	Xxx		
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	Xxx		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load	Xxx		
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume		Xxx	
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	Xxx		
In addition to an executive board, there should also be a single police / fire / EMS operational board to manage the operational details and inform the decisions of the executive board.		Xxx	
There should be separate police and Fire / EMS operational boards to provide input to an executive board.	Xxx		
Both customers and owners should be represented on operational board(s)	Xxx		
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	Xxx		
Funding ideally would be centralized and billed back without the			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
need to wait for members to individually commit funding <b>Don't understand</b>			
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses. <b>More detail needed</b>	Xxx		
The agency should be created as a new, separate taxing district that could impose a property tax.	xxx		
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	xxx		
Other:			

**Bellevue**  
**Part 1: MISSION**

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	✓		
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC) Question about the meaning of the term "resources". Managing field resources is beyond role of a com center.			
Provide effective, efficient, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	✓		✓
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	✓		
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	✓		
Increase in the level of dispatch services available across the board to member agencies. "Increase" is a broad term. Would need to define implications.			
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	✓		
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	✓		✓
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	✓		
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery			
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	✓		
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ). Records function should be added value if partners agree they want it. It should not be a required component at this time. Future analysis to evaluate the operational and system cost/benefits of individually managed vs. centrally managed records would be helpful.			
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>		✓	
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i> It will make data sharing a lot easier if records are centrally managed -- also see comments under police. Having a single platform and format to interface with in order to push out as-builts, records, etc. to the field will be a lot easier than trying to tie multiple systems together - there are			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>The regional dispatch agency should...</i>			
options that could centralize some but not all of the info and still retain separate systems, however. So it should come down to cost and operational efficiency.			
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details		✓	
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project Important to look at potential for including this and allow for possibility in future, but should not hold up moving forward with com center	✓		✓
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		✓	
The regional dispatch agency should have owners and customers / subscribers who are not owners.	✓		✓
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	✓		✓
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	✓		✓
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	✓		
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	✓		
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	✓		
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	✓		
Effectiveness of operation is generally <u>equally as important</u> as efficiency Balancing effectiveness and efficiency is important. They are not always equal, nor is one always more important.			
Effectiveness of operations is <u>more important</u> than efficiency			
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria			
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	✓		✓
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		✓	
At least two different service levels should be available to participants, with associated cost differential	✓		✓
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	✓		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
The first priority is delivering quality service to the general public	✓		✓
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	✓		✓
Provide what the customers want			
Exceed customer expectations			
Seek equity between participants—large and small, police and Fire/EMS			
Market / Communicate the successes of the agency to the public, to members and clients			
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.			
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		✓	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	✓		
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions			
The agency should be managed to enhance cooperation between member jurisdictions			
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	✓		
Other:			
Ideas about location of the dispatch center:			
Location choice and set-up must support interoperability among agencies.	✓		✓
The facility must be seismically sound. <i>any facility must meet this requirement</i>	✓		
The facility should be located in a place and in a facility that minimizes its risk as a potential target			
The facility should be centrally located with relatively easy accessibility by all members <i>While the location may not need to be centrally located, it should be able to easily accommodate accessibility to its members. Welcoming customers to observe and visit the Communications Center promotes team work.</i>		✓	
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	✓		✓
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.			
The facility must be in a free-standing location.		✓	
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		✓	
Cost of a facility should be one criteria, if all other concerns can be adequately addressed. <i>SOVP should direct development of criteria</i>	✓		✓
Other: <i>Decisions about permanent back-up facility location should be held pending final decisions on location of primary facility.</i>			
Ideas about employees			
The agency must be able to attract and retain a high quality workforce	✓		✓
Dispatchers must have a very high level of understanding of the territory they serve <i>Not required up front. This can be achieved through training</i>		✓	.
Employees of existing dispatch centers must be assured a position			.

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
in the new agency, with no loss of seniority or benefits Existing employees should be kept well informed. Can't make this guarantee at this time, but should be something to strongly consider			
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired		✓	
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch See comment above		✓	
Allow reasonable discretion and authority to make decisions in the field to benefit customers Not sure what this means			
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction May not be absolute scenario. Shouldn't eliminate potential at this point or pre-determine best employee/manager structure.		✓	
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.			
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained</u> , cross-utilized if necessary.			
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>		✓	
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.		✓	
Dispatch of police and fire should be integrated	✓		✓
<i>Other ideas about dispatch operations—technical</i>			
Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA) This will preclude operational consistency and efficiency gains until single platforms are established. Could reduce effectiveness and efficiency in short term.		✓	
A strong linkage between the regional dispatch and local EOCs must be ensured	✓		
Eliminate the built-in delays in communicating between communications centers Support goal, but this is always a challenge. May not be able to "eliminate" The new center develop SOPs and protocols for coordination with other comm. centers			
The very best of technology choices should be available to members—but not all members should be required to purchase all services. Board will have to decide what level of degradation is acceptable if members are not required to purchase services.			
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful	✓		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
life Implementation planning should consider when best time for startup can occur such that technology lifespan is considered. Phase in might be one way to address this. Other ways could include partial compensation for sunk costs to lower short-term cost implications.			
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall. In order to make project attractive for some potential members and to reduce costs for all in long term, incentives for joining may be necessary to some degree to compensate for recent sunk costs. Recognize however that full compensation will not be feasible.	✓		
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity. Need to balance cost of compatibility. At some point it may be too costly and user technologies will have to be upgraded. If an agency does not want to change their technology are they responsible for the costs of making it compatible with technology used by the agency?	✓		
The agency must have capacity to meet peaks in demand and maintain standards at all times At least to the extent the agencies do now	✓		
The agency must employ rigorous quality control and reporting practices	✓		✓
Other:			

### Part 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote. Customers do not have voting rights, but should have voice	✓	✓	
It is more important that each jurisdiction truly have a voice in decision-making, than it is to have a vote in all decisions.			
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.		✓	
No one member should have veto authority or the power to control decisions	✓		
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	✓		✓
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	✓		✓
Clarity about mission and purpose is critical	✓		
There need to be checks and balances to ensure minority voices can be heard	✓		
Dispute resolution process should be built into the governance model.	✓		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	✓		
Governance / Finance model should address the means and consequences of departure by any member.	✓		
Initial participants should be significantly rewarded in the finance and governance structure			
Latecomers should not be penalized in terms of governance and finance		✓	

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	✓		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.		✓	
Non-owner customers should be represented by a seat or seats on the executive board.		✓	
<b>Operational board membership</b>			
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	✓		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load		✓	
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume	✓		
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	✓		✓
In addition to an executive board, there should also be <u>a single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.		✓	
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	✓		✓
Both customers and owners should be represented on operational board(s)	✓		✓
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.		✓	
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding		✓	
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.	✓		
The agency should be created as a new, separate taxing district that could impose a property tax.		✓	
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	✓		
Other: Has there been any thought to creating an IT operations board - or how (from staffing perspective) technology will be supported in a new regional entity?			

**Kirkland  
Part 1: MISSION**

<b>Concept / Principle / Value</b> <i>The regional dispatch agency should...</i>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	XXX		XXX
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	XXX		
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	XXX		XXX
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	XXX		Yes
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	XXX		Yes
Increase in the level of dispatch services available across the board to member agencies.	XXX		Yes
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	XXX		No
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	XXX		Yes
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	XXX		Yes
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.		XXX	No
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	XXX		No
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).	XXX		No
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>		XXX	No
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>	XX		No
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details ( <b>assume it unless there is a serious obstacle</b> )	X)		No
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project	X		No
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		XXX	No
The regional dispatch agency should have owners and customers /	XXX		No

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
subscribers who are not owners.			
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	XXX		No
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.		XX	
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	XXX		No
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	XXX		Yes
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	XXX		No
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	XXX		No
Effectiveness of operation is generally <u>equally as important</u> as efficiency	XXX		Yes
Effectiveness of operations is <u>more important</u> than efficiency		XX	No
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	XXX		No
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	XXX		No
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		XX	No
At least two different service levels should be available to participants, with associated cost differential	XX		No
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	XXX		Yes
The first priority is delivering quality service to the general public	XXX		Yes
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	XXX		Yes
Provide what the customers want	XXX		Yes
Exceed customer expectations	XXX		No
Seek equity between participants—large and small, police and Fire/EMS	XXX		No
Market / Communicate the successes of the agency to the public, to members and clients	XXX		No
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	XXX		No
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not		XXX	No

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
consulted prior to.			
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	XXX		Yes
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions	XXX		Yes
The agency should be structured and managed to enhance cooperation between member jurisdictions	XXX		No
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	XXX		No
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	XXX		No
The facility must be seismically sound.	XXX		No
The facility should be located in a place and in a facility that minimizes its risk as a potential target	XXX		No
The facility should be centrally located with relatively easy accessibility by all members	XX		No
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	XXX		No
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.	XXX		No
The facility must be in a free-standing location.		X	No
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		X	No
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	X		No
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	XXX		No
Dispatchers must have a very high level of understanding of the territory they serve	XXX		No
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits		XXX	No
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired	XX		No
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch		XXX	No
Allow reasonable discretion and authority to make decisions in the field to benefit customers	XXX		No
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	XXX		No
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	XXX		No
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained</u> , cross-utilized if necessary.	XXX		No
Dispatch of police and fire should be completely separate with <u>no</u>		XXX	No

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<b>cross-utilization of staff</b>			
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.		XXX	No
Dispatch of police and fire should be completely integrated	X		No
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>	X		No
A strong linkage between the regional dispatch and local EOCs must be ensured	XXX		No
Eliminate the built-in delays in communicating between communications centers	XX		No
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	X		No
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life		XX	No
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.		XXX	No
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	X		No
The agency must have capacity to meet peaks in demand and maintain standards at all times	XXX		Yes
The agency must employ rigorous quality control and reporting practices	XXX		Yes
Other:			

**Part 3: GOVERNANCE AND FINANCE**

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote.			No
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	XXX		No
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.	XX		No
No one member should have veto authority or the power to control decisions	XXX		No
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	XXX		No
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	XXX		No
Clarity about mission and purpose is critical	XXX		No
There need to be checks and balances to ensure minority voices can be heard	XXX		No
Dispute resolution process should be built into the governance model.	XX		No
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	XXX		No

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Governance / Finance model should address the means and consequences of departure by any member.	XXX		No
Initial participants should be significantly rewarded in the finance and governance structure	X		No
Latecomers should not be penalized in terms of governance and finance			No
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	XXX		No
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners. <b>Should be owners only</b>	XX		No
Non-owner customers should be represented by a seat or seats on the executive board.		XXX	No
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.		XXX	No
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load		XXX	No
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume	XXX		No
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	XXX		No
In addition to an executive board, there should also be <u>a single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.	XXX		No
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.		XXX	No
Both customers and owners should be represented on operational board(s)	XXX		No
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	XXX		No
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	XXX		No
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.		XXX	No
The agency should be created as a new, separate taxing district that could impose a property tax.		XXX	No
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	XXX		No
Other:			

**City of Issaquah  
Part 1: MISSION**

<b>Concept / Principle / Value <i>The regional dispatch agency should...</i></b>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	x		
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	x		
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	x		
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	x		
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	x		
Increase in the level of dispatch services available across the board to member agencies.	x		
Place a high priority on standardizing SOPs in order to achieve potential efficiencies	x		
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	x		
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	x		
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.	x		
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	x		
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).		x	
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>	x		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>			
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details		x	
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project	x		
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		x	
The regional dispatch agency should have owners and customers /	x		

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
subscribers who are not owners.			
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	x		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	xxx		
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	x		
<i>The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)</i>	x		
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	x		
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	x		
Effectiveness of operation is generally <u>equally as important</u> as efficiency	x		
Effectiveness of operations is <u>more important</u> than efficiency	xx		
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria	x		
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	x		
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		x	
At least two different service levels should be available to participants, with associated cost differential	x		
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	x		
The first priority is delivering quality service to the general public	xx		
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	x		
Provide what the customers want			
Exceed customer expectations			
Seek equity between participants—large and small, police and Fire/EMS	x		
Market / Communicate the successes of the agency to the public, to members and clients			
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	x		
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		xxx	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	xxx		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Operations will maintain or enhance the quality of life for citizens in the participating jurisdictions	x		
The agency should be structured and managed to enhance cooperation between member jurisdictions	x		
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	x		
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	x		
The facility must be seismically sound.	x		
The facility should be located in a place and in a facility that minimizes its risk as a potential target	x		
The facility should be centrally located with relatively easy accessibility by all members	x		
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	x		
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.	x		
The facility must be in a free-standing location.		x	
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		x	
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.	x		
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	x		
Dispatchers must have a very high level of understanding of the territory they serve	xxx		
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits	x		
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired		x	
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch			
Allow reasonable discretion and authority to make decisions in the field to benefit customers	x		
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction	x		
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	x		
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained</u> , cross-utilized if necessary.	x		
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>		x	
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.	xxx		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Dispatch of police and fire should be completely integrated		x	
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>	x		
A strong linkage between the regional dispatch and local EOCs must be ensured	xx		
Eliminate the built-in delays in communicating between communications centers	x		
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	x		
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life	x		
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.		x	
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	x		
The agency must have capacity to meet peaks in demand and maintain standards at all times	x		
The agency must employ rigorous quality control and reporting practices	x		
Other			

### Part 3: GOVERNANCE AND FINANCE

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote.	x		
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	x		
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.	x		
No one member should have veto authority or the power to control decisions	xx		
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	x		
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	x		
Clarity about mission and purpose is critical	x		
There need to be checks and balances to ensure minority voices can be heard	x		
Dispute resolution process should be built into the governance model.	x		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	x		
Governance / Finance model should address the means and consequences of departure by any member.	x		
Initial participants should be significantly rewarded in the finance and governance structure	x		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Latecomers should not be penalized in terms of governance and finance	x		
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	x		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.		x	
Non-owner customers should be represented by a seat or seats on the executive board.	x		
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	x		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load	x		
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume		x	
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	x		
In addition to an executive board, there should also be <u>a single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.		x	
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	x		
Both customers and owners should be represented on operational board(s)	x		
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	x		
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	x		
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.	x		
The agency should be created as a new, separate taxing district that could impose a property tax.	x		
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	x		
Other:			

**Clyde Hill**  
**Part 1: MISSION**

<b>Concept / Principle / Value</b> <i>The regional dispatch agency should...</i>	<b>Support</b>	<b>Oppose</b>	<b>Belongs in SOVP?</b>
<i>Ideas about scope of mission</i>			
Take calls for emergency police, fire and medical services (SNOPAC)	xxx		
Track and manage the information flow and resources in assistance to the agencies performing duties at the scene of the emergency (SNOPAC)	xxx		
Enhance effectiveness, efficiency, coordination and interoperability of emergency communications across police, fire and EMS among and between participating jurisdictions/agencies.	XXX		xxx
<i>Ideas about operating philosophy / approach</i>			
Have a priority focus on customer service to the public and to members and customer jurisdictions/agencies	xx		
Operate as a true partnership ensuring a voice and a vote for all members/owners in decision-making	xxx		xxx
Increase in the level of dispatch services available across the board to member agencies.	xx		
Place a high priority on standardizing SOPs in order to achieve potential efficiencies		x	
Recognize the unique communications needs of Fire, EMS and Police agencies and be prepared to address them independently	x		
As a fundamental public safety operation, the new agency should be guided by public safety needs and operational issues. Agency decision-making should not be politicized.	xxx		
<i>Ideas about effectiveness and efficiency</i>			
The agency should be guided in its decisions by the <u>paramount, but equal</u> , goals of achieving both greater effectiveness in service delivery and greater efficiency in service delivery.	xx		
The agency should be guided by the paramount goals of effectiveness and efficiency (but these may be of unequal importance depending on the particular decision)	xx		
<i>Ideas about records management</i>			
Initiate incident records reports and transmit them to jurisdictions for their ultimate completion and maintenance ( <i>i.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers</i> ).	x		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>But only if police records are also regionalized in a similar manner</i>	x		
Manage and maintain fire and EMS records for all participating <b>fire agencies</b> , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— <i>Regardless of whether police records are also regionalized.</i>	x		
<i>Ideas about 800 MHz / EPSCA role</i>			
Assume 800MHz platform ownership and maintenance responsibility for all participants, even if this requires taking more time to iron out the details	xx		
Not assume 800 MHz ownership and maintenance responsibilities if it proves to be a serious problem holding back the other aspects of the project		x	
<i>Ideas about owners versus customers</i>			
All jurisdictions receiving service from the regional dispatch agency should be owners – there should not be customers.		x	
The regional dispatch agency should have owners and customers /	x		

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
subscribers who are not owners.			
<i>Ideas about conditions for implementation</i>			
The project should proceed if a critical mass of participants (in terms of being able to achieve gains in efficiency and effectiveness) is willing as opposed to waiting for unanimity of participants.	x		
To move forward, the agency must be able to demonstrate that there is a service improvement for members to participate: a cost increase for the same service is not acceptable.	xxx		
Other:			

## Part 2: OPERATIONS

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about efficiency and effectiveness:</i>			
<i>The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)</i>	xxx		xxx
<i>The agency shall provide an improved and <b>standardized service</b> to the citizens of the county (SNOPAC)</i>		x	
<i>To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)</i>	xxx		
<i>Agency actions shall be planned, procured and implemented in a manner that maximizes the price advantages gained in large-scale and long-term purchasing agreements. (EPSCA)</i>	xxx		
Effectiveness of operation is generally <u>equally as important</u> as efficiency	x		
Effectiveness of operations is <u>more important</u> than efficiency	x		
So long as effectiveness is not degraded, efficiency should be a primary decision making criteria		x	
Dispatch service levels—in terms of response time, dispatch time, accuracy, should meet and exceed current and future regional standards	x		
A single service level should be available to all participants, regardless of size or need, to simplify operational challenges, maximize efficiencies		x	
At least two different service levels should be available to participants, with associated cost differential	x		
Other:			
<i>Ideas about customer service, operating philosophy</i>			
Owners and client agencies are all treated like valued customers.	xxx		
The first priority is delivering quality service to the general public	xxx		xx
Customer service – broadly including the public, member agencies, and contract agencies – is the most important priority	x		
Provide what the customers want	x		
Exceed customer expectations	x		
Seek equity between participants—large and small, police and Fire/EMS	x		
Market / Communicate the successes of the agency to the public, to members and clients	x		
Changes in practice should be thoroughly studied and vetted with users in advance and there should be serious up front consideration given to customer wishes.	xx		
Changes in practice are the responsibility of the operating management and users will be informed of changes, but not consulted prior to.		x	
Management policies should ensure meaningful opportunities for input on decisions from all customers and owners	xx		
Operations will maintain or enhance the quality of life for citizens in	x		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
the participating jurisdictions			
The agency should be structured and managed to enhance cooperation between member jurisdictions	xxx		
The management philosophy / approach should be highly pro-active: anticipate and resolve issues before they become significant problems.	xxx		
Other:			
<i>Ideas about location of the dispatch center:</i>			
Location choice and set-up must support interoperability among agencies.	xxx		
The facility must be seismically sound.	xxx		
The facility should be located in a place and in a facility that minimizes its risk as a potential target	xxx		
The facility should be centrally located with relatively easy accessibility by all members		x	
The facility should have the physical capacity to serve needs of current and reasonably foreseeable additional members for at least 20 years.	xx		
If the facility is located in a building owned by anyone other than the new regional dispatch agency, then the relationship between the agency and the owner must be that of lessee and lessor.		x	
The facility must be in a free-standing location.		x	
The facility must not be owned by any member. A lease arrangement is insufficient to overcome this barrier.		x	
Cost of a facility should be a deciding factor, if all other concerns can be adequately addressed.		x	
Other:			
<i>Ideas about employees</i>			
The agency must be able to attract and retain a high quality workforce	x		
Dispatchers must have a very high level of understanding of the territory they serve	x		
Employees of existing dispatch centers must be assured a position in the new agency, with no loss of seniority or benefits		x	
Employees of existing dispatch centers should be kept well informed of transition plans but should be required to re-apply in order to be hired	x		
No one will lose their job or take a pay cut as a result of this move to regionalized dispatch		x	
Allow reasonable discretion and authority to make decisions in the field to benefit customers	xx		
ALL employees of the regional dispatch agency must be employees of the new agency and should not be the employees of any member jurisdiction		x	
The management staff of the new regional dispatch agency should be employees of the agency, not of any member jurisdiction, and shall be selected by and serve at the pleasure of the board of the new agency.	x		
Other:			
<i>Ideas about linkage between police and fire/EMS dispatch</i>			
Dispatch of police and fire should be operationally separate but <u>staff should be cross-trained, cross-utilized if necessary.</u>	x		
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>		x	
Dispatchers should be assigned to specific jurisdictions on an ongoing basis to ensure highest level of familiarity with their territory—even if this requires a higher staffing level and costs overall.		x	

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Dispatch of police and fire should be completely integrated	x		
<i>Other ideas about dispatch operations—technical</i>			
<i>Agency actions shall be implemented in a manner that allows new technology to be phased in to spread financial burdens and allow full utilization of life-span of existing participants' dispatch systems. (EPSCA)</i>	xx		
A strong linkage between the regional dispatch and local EOCs must be ensured	xxx		x
Eliminate the built-in delays in communicating between communications centers	xxx		
The very best of technology choices should be available to members—but not all members should be required to purchase all services.	x		
Start-up of the new agency should be based at least in part on a consideration of the current life-span of members' dispatch technologies Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful life	x		
Member agencies should be compensated in a specified manner for their sunk costs in dispatch technology that are lost as a result of the transition to a regional center—and the timing of the transition should be such as to minimize this cost overall.	x		
Technology choices should be compatible to the extent possible with user technologies that are not merged as a result of the creation of the new entity.	x		
The agency must have capacity to meet peaks in demand and maintain standards at all times	xxx		
The agency must employ rigorous quality control and reporting practices	xxx		
Other:			

**Part 3: GOVERNANCE AND FINANCE**

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
<i>Ideas about a voice and a vote</i>			
Governance model must provide everyone a voice and a vote.	xxx		
It is more important that each jurisdiction truly have a <i>voice</i> in decision-making, than it is to have a <i>vote</i> in all decisions.	xxx		
<i>Ideas about veto power, supermajority votes</i>			
Certain issues should require unanimity.	x		
No one member should have veto authority or the power to control decisions	xx		
Some important types of decisions should require a super-majority of votes of the Executive Board, for example, incurring debt.	xxx		
<i>Ideas about governance, generally</i>			
Decisions should be made by consensus whenever possible.	xxx		
Clarity about mission and purpose is critical	xxx		
There need to be checks and balances to ensure minority voices can be heard	xx		
Dispute resolution process should be built into the governance model.	x		
<i>Ideas about adding, subtracting of members</i>			
Governance structure must accommodate the addition of more agencies in the future	xx		
Governance / Finance model should address the means and consequences of departure by any member.	xx		
Initial participants should be significantly rewarded in the finance and governance structure	x		
Latecomers should not be penalized in terms of governance and	x		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
finance			
<i>Ideas about the governing board</i>			
The agency should be managed by a joint board consisting of owners.	x		
The size of the executive board should be limited to ensure it is manageable, even if this means that some jurisdictions are required to be customers / subscribers rather than owners.	x		
Non-owner customers should be represented by a seat or seats on the executive board.	x		
The Executive Board should consist of the chief operating / administrative officer (or his / her designee) of each member, i.e., a strong-mayor or city manager or fire chief.	x		
Votes on the governing board should be equally weighted, regardless of the size of the agency or its call load	x		
Votes on the governing board should be weighted in some manner based on population, call load or other factors related to volume	x		
<i>Ideas about advisory / operational boards</i>			
Operational board(s) should be used to work through most operational details	xxx		
In addition to an executive board, there should also be <u>a single police / fire / EMS operational board</u> to manage the operational details and inform the decisions of the executive board.	xxx		
There should be <u>separate police and Fire / EMS operational boards</u> to provide input to an executive board.	xxx		
Both customers and owners should be represented on operational board(s)	xxx		
<i>Ideas about financing</i>			
The finance structure must be able to withstand the inability of individual members to meet financial obligations in any given year, without requiring the member to leave the agency.	x		
Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding	x		
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses.		xxx	
The agency should be created as a new, separate taxing district that could impose a property tax.		xx	
Cost control over time (budget cycles) is very important: there should be extreme care taken not to impose sudden, large budget burdens on member agencies.	xxx		
Other:			