

**BUSINESS AND SERVICES PLAN
PRELIMINARY RECOMMENDATIONS**

**NORTH EAST KING COUNTY
REGIONAL PUBLIC SAFETY
COMMUNICATIONS CENTER INITIATIVE**

Phase II Report

SUPPLEMENTAL DOCUMENTS REPORT

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**North East King County
Regional Public Safety
Communications Center Initiative
Phase II Report - Business and Services Plan**

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Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Bellevue**

Interview Date: **May 9, 2005**

Attendees: **Steve Sarkozy, City Manager; Diane Carlson, Intergovernmental Relations Director; Jim Montgomery, Police Chief; Dave Gans, Deputy Police Chief; Mike Eisner, Deputy Fire Chief; Alan Komenski, Communications Center Manager, Police Dept.; Pam Heide, Assistant Communications Manager, Police Dept.; Charlie Bush, Intergovernmental Management Analyst.**

Interviewed in 2004 for Initial Needs Assessment? **Yes**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>The City's position on the reasons to pursue this project and its importance has not changed since last year: primarily, the goals are to secure greater efficiency and effectiveness through a joint-board structure of some type.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>Same motivations for participating exist today; primarily achieving greater effectiveness in communications (for example, through enhanced digital communications, enhanced coordination across police, fire and emergency medical service functions). The City also expects some potential efficiency to be available as a result of this project, particularly if King County Sheriff Office were to join.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>Challenges include implementing digital communications effort (Mobile Data</i></p>

	<p><i>Terminals and related programs): this is still in progress and is still a major challenge. The challenge is compounded by departments/agencies with incompatible technology.</i></p> <p><i>Other challenges include the Countywide RAIN (Regional Automated Information Network) project and LInX (Law Enforcement Information Exchange) project, both of which are creating new workload for the dispatch group.</i></p> <p><i>Upcoming challenges in dispatch include changes in technology, such as voice-over IP; cellular technology, Telematics, all of which will need to be addressed in the next three to five years.</i></p> <p><i>Implementing fire station alerting technology is another challenge.</i></p> <p><i>AVL (Automatic Vehicle Location) technology is being implemented: there could be a regional benefit from this effort eventually, but it is a major challenge now.</i></p> <p><i>The move to the new city hall and start-up of the new dispatch operation in the new facility is also a major challenge.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>Citywide challenges include: the downtown building boom; city hall move; a major effort to restructure and consolidate all city data bases; the South Bellevue Community Center project; and I-405 expansion.</i></p> <p><i>The City Manager considers proceeding with the study and ultimately implementing a regional dispatch project to be intuitively logical. It is not consuming much of his time as a result.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>The City hopes to can find a governance structure this year to which most participants can agree: if not, this project won't work. In a successful governance structure all participants must feel they are being appropriately heard. If governance can't be resolved, it will be too laborious to continue this effort. There are many other sub-regional efforts that the City is working on: finding a governance model that can accommodate all of these is important.</i></p> <p><i>In the new governance arrangement, Bellevue police and fire must feel they</i></p>

	<p><i>are not giving up their needs simply for the sake of regionalization.</i></p> <p><i>The City Council assumes that the governance issue will be resolved. The Council's greater concerns with this project relate to whether it will be cost effective (specifically, reducing costs) and provide service enhancements.</i></p> <p><i>The level of service will drive the cost. The fix may be in offering some menu of services. Bellevue indicated that the success of contracts by the King County Sheriff to new cities is based in large part on the willingness of the KCSO to provide custom service levels to its customers.</i></p> <p><i>Other issues that are keys to resolve in this phase are the facility issues: these will be a major discussion item.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>By the end of this year, all of the parties will not have firmly committed to participating in the project.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>The greatest potential barrier is whether the group is capable of reaching agreement on a governance structure. It is important to recognize that what is being governed here is primarily a service function, as opposed to a uniquely difficult policy issue. The basic requirements are that the service needs to be accredited, reliable, in a seismically sound building.</i></p> <p><i>Fundamentally, the public owns the function: it is a public safety mandate to which the participants must all respond. This should make the governance discussions less ego-centric: it is not about any individual public official.</i></p>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project is still very important to the City.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>Governance is not the equivalent of management. Governance should be at a higher, more abstract and less detailed level: it is essentially a framework for policy—and in this area, there is relatively little policy action required. So</i></p>

	<p><i>there is little “governance” required. What is much more important is getting a professional management structure in place, led by a savvy manager: managing the customers will be much more difficult than governing the agency. To this end, an operations board will be required—although it may also operate at a relatively high level.</i></p> <p><i>It will be important that any single member agency not have veto power over decisions. But it is equally difficult to get Bellevue and Duvall, for example, treated identically given the disparity of their size. Maybe the key to this challenge will be in the distinction between owners and subscribers?</i></p> <p><i>Smaller entities will need to know their voice will be heard and that the larger agencies won’t run them over. Also, the regionalized entity will need to deal with the different dispatch needs of fire, police and EMS.</i></p> <p><i>The different needs of, and tensions between, law enforcement, fire and EMS must be addressed.</i></p>
10	<p><i>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</i></p> <p><i>The City has no pre-conceived notions about what governance must look like.</i></p> <p><i>Contractors and owners must have the ability to have their cost concerns met.</i></p> <p><i>Alan Komenski raised the concern that he believes the current interlocal agreements concerning 800 MHz would prohibit fire districts from being owners in a regional dispatch agency, unless those agreements are changed.</i></p> <p><i>City staff note that ValleyCom seems to have found a win-win concerning how the large-small, police-fire distinctions are handled. ValleyCom seems to work very well. It has quarterly manager meetings with the city managers and chiefs. The Governance Board rarely meets.</i></p> <p><i>Ultimately, the group will need to determine what services will be provided by the new agency. Will they include 800 MHz radio network service? Valley Com doesn’t provide records management. It may be easier to regionalize fire RMS than police. If RMS is not regionalized, the technology choice made by the new agency must be compatible with the RMS that participating agencies keep in place.</i></p>

11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>The philosophy that the parties bring to the table is key: is their interest in marginal cost recovery or full cost recovery? Marginal cost recovery was key to the King County Sheriff Office securing city contracts; however, the City generally has a full-cost recovery philosophy when contracting out services.</i></p> <p><i>The City intends to listen with an open mind throughout this process to the needs and concerns of its customers. If this process falls flat, the City is prepared to be responsive to the concerns it hears.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p><i>The City would like to avoid proportional ownership based on a percentage of call load. EPSCA is modeled that way legally, but in fact operates by consensus. It will be important that the new agency be managed to consensus and no one party has veto power. To achieve this, there may need to be a “two test” model for making decisions, as is true with both the EPSCA and the Cascade Water Alliance governance models.</i></p>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>The Statement will be used to help build the governance model. The City envisions it will include a series of bulleted principles to help build the buy-in for any particular governance model. It will need to be more detailed rather than less.</i></p> <p><i>The EPSCA governance agreement was built on 9 principles that all members bought into up front: those should be looked at.</i></p> <p><i>Similarly, the Cascade Water Alliance agreement was based on a set of principles, including voice and vote.</i></p> <p><i>Similarly, the city’s internal data base realignment project is based on principles: fast, efficient, predictable data access.</i></p>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p>--</p>

15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The City anticipates it will be an owner / principal of the new entity.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>The facility issue will be a major one for Bellevue. The City has made a substantial investment in its new city hall. There are a lot of sunk costs in the new dispatch operation. However, if the group is driving to the lowest operating cost, finding a state-of-the-art location is a big issue.</i></p> <p>.</p> <p><i>If the group wants to replicate, for example, the ValleyCom facility at a new location, and that pencils out, the City would have to look seriously at that idea.</i></p>
	<p><i>Location</i></p>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>Multiple locations are potentially feasible.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>In the near term, it would seem unlikely that the City could move out of the new city hall location because of the recent investment in the facility.</i></p> <p><i>It is not feasible for the City to consider delaying implementation of the new city hall dispatch center.</i></p> <p><i>When looking at a location other than city hall, the key issue will be how Bellevue's sunk costs will be addressed.</i></p> <p><i>The City expects that the ADCOMM analysis will identify whether the City Hall site is a feasible location for a new regional agency in the long-term.</i></p> <p><i>A location other than Bellevue city hall is not a deal killer if there is a cheaper, operationally sound option available.</i></p>

	<p><i>Note that operating costs for dispatch are going up as a result of the move to the new city hall; the city's customers will see a price increase. The City hasn't yet decided whether to charge capital costs to its dispatch customers.</i></p>
	<p><i>Operating Issues</i></p>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>The issue of having dedicated dispatch staff for police and fire will be difficult: there is a cost trade-off around this issue: with cross training, fewer staff are required.</i></p> <p><i>Also, dispatch staff like the variety and learning opportunity available from being able to work up to fire dispatch. It is a morale issue to provide dispatch center staff with various opportunities.</i></p> <p><i>ValleyCom has a merged workforce which does not specialized in fire / EMS and law enforcement: the cost issue is significant and that is probably why they have decided to operate in this way.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>There probably are some deal killers, but they can't be identified now: the City will “know them when we see them.”</i></p> <p><i>If some of the Zone 1 fire agencies chose not to participate in the new agency, it could skew costs so much that it might kill the project.</i></p> <p><i>Technology choices may be made that are simply not acceptable to all the varying agencies participating given that there is often a very strong preference for a certain CAD or RMS system. Bellevue believes that whatever technology choices are made, all users deserve to have the very best – “Tier 1” – technology.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>If a new facility is built, implementation cannot happen before 2008. If the new location is Bellevue City Hall, then a start-up by 2008 is feasible. Otherwise start-up in the 2010 range is more likely.</i></p>

	<p><i>Synchronizing the transition date with technology obsolescence may be an effective way to time the shift to a consolidated emergency communications center. This approach also may be more complex than is practical.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>It is very important to look at merging these functions. Ideally, the agency would provide end-to-end radio communications services.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>Detailed implementation issues will not be worked out in this phase of the project, but it will be important to identify generally the levels of service to be offered in order to provide a rough cost estimate.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>Currently available technology can be very flexible in facilitating multiple response protocols for individual jurisdictions. However, the specific procedures must be put on the system in order to help dispatchers implement these different protocols.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>Records and dispatch technologies must be compatible. It is not necessary that the new agency provide both; doing so would probably over-complicate issues at this phase. RMS is a second tier issue.</i></p> <p><i>Police will need field accessible records; Fire will need CAD data downloads available in their vehicles.</i></p>
	<p><i>Communications Issues</i></p>
26	<p>How important is it to communicate on an ongoing basis to your public safety</p>

	<p>/ fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>The City believes it has made a good start to communicating with its employees on this project. Employees will need regular, comprehensive updates. Managing rumor control will be particularly important.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>It is important that the project participants decide when to bring bargaining units in to look at the details of this project.</i></p> <p><i>The biggest concern employees will have with this project relates to their benefits (Municipal Employee Benefit Trust).</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p>--</p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>It will be Steve Sarkozy, City Manager.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It is worthwhile to talk to non-participants, particularly the King County Sheriff Office. A greater level of public safety can be provided through a single police-fire-EMS dispatch operation than through multiple dispatch centers covering the same territory. Even if KCSO doesn't join the new agency, it would be important to have an ability to link the new agency CAD system with the KCSO system.</i></p>
	<p><i>2006 Budget Issues</i></p>
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006</p>

	<p>budget process, related to this initiative?</p> <p><i>It is not clear to the City what the 2006 financial implications are related to this project.</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>Mid-summer 2005.</i></p>
	<p><i>Other</i></p>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p><i>Back-up facility capacity needs to be addressed in costing out the new agency. ValleyCom has been unwilling to provide that back-up since ValleyCom serves as the back-up to King County, and does not currently have the capacity and technology to simultaneously back-up two dispatch centers; KCSO doesn't have the necessary technology or know-how to serve as back-up.</i></p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Bothell**

Interview Date: **April 28, 2005, June 7, 2005**

Attendees: **Acting Fire Chief Ron Zsigmondovics; Forrest Conover, Police Chief; Micki Donovan, Support Services Manager**

Interviewed in 2004 for Initial Needs Assessment? **No**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>Ideally, the City thinks a new regional dispatch agency should have separate fire and police dispatch units. Each unit needs to be able to support the other unit, so some cross-training will be needed, but the dispatchers need to have a very high skill level in their primary assignment area (police or fire).</i></p> <p><i>Technology systems employed should address the unique needs of police and fire, not just one or the other. Specifically if there is a great CAD system for police, and a different system for fire and EMS, the best technology should be used for each application.</i></p> <p><i>There is a concern that the existing systems are based on Bellevue's needs, not the requirements of the customers and users.</i></p> <p><i>The back-up center for the new agency doesn't need to be a full blown parallel center. The group should explore the concept that ValleyCom could serve as a backup facility for the Eastside.</i></p> <p><i>Customers—whether owners or subscribers—should have a real say in the decision-making process.</i></p> <p><i>The new agency should have a joint board which should do the hiring and firing, drafting of its own mission and vision statements, and make asset acquisition decisions.</i></p> <p><i>A regionalized dispatch center should have a level of service greater or</i></p>

	<p><i>comparable to the current level of service provided by the City's police dispatch center; It should employ technology compatible with the CAD/RMS systems of participating agencies; it should be cost effect; it should employ a highly skilled workforce, comparable to that now employed by the City.</i></p> <p><i>The governance model must be fair and equitable, that is, the city should have a seat at the table to vote on policy matters. This vote shouldn't be eroded over time as other participants join the agency.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>Effectiveness and efficiency are key motivators for the City's participation. In particular, the City would like to have a say ensuring cost control as well as having a direct influence on business practice.</i></p> <p><i>Note that while effectiveness and efficiency are good goals, it is not clear they are achievable, for several reasons:</i></p> <ul style="list-style-type: none"> • <i>City dispatchers now have a high degree of understanding of the local community and this would be lost in a large, regional dispatch agency. Dispatchers' knowledge of the jurisdiction, its geography is excellent now; the dispatchers do frequent ride-alongs with officers and know the common names of many places, without the need for an exact address.</i> • <i>Police standard operating procedures are not standardized across departments – unlike Fire, which have standardized on many procedures. For example, departments have different pursuit policies. Police Dispatchers should be familiar with each.</i> • <i>Linkage between our communication center and our City's Emergency Operating Center is very good now. The exchange of information between the Comm Center and Incident Command is instantaneous as was recently demonstrated by a child abduction case. It would be difficult to replicate the benefits of this if dispatch were regionalized and thus separated from the City's EOC.</i> • <i>Supervision and quality control are excellent at the City now. For example:</i> <ul style="list-style-type: none"> ○ <i>The City's dispatch center can pull a 9-1-1 recording in a matter of minutes.</i> ○ <i>In a regional agency, an erosion of our customer service level and customer friendly demeanor would, in all likelihood, occur.</i> ○ <i>Concern that call volume in a regional center would lead to callers receiving busy signals, disconnects or recorded messages.</i>

	<ul style="list-style-type: none"> ○ <i>Dispatchers monitor the City jail: how would these functions be provided if Dispatch were regionalized? Dispatchers track 40 surveillance cameras, and are a 24-7 answering point for the City.</i> ○ <i>Warrant confirmations: need paper in hand, so unclear how this could be accomplished if dispatch were regionalized. Similarly, protection orders: how would officers know if these have been served?</i>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>The Department is frustrated with the level of service from Bellevue; the feeling is that fire customers are the lowest priority and that the Bellevue agency is more about serving the needs of the Bellevue police department. For example, the electronic systems for AVL and MDT have taken years to implement, have come in 100% above early projections and will work best for PD. It also seems that a lot of energy is going into getting more customers on EPSCA simply to raise money, rather than serving existing customers.</i></p> <p><i>For police, there is a continuing challenge related to technology upgrades: CAD, RMS, MDTs, implementation and maintenance of all of these. Bothell is concerned that smaller agencies would be required to take a back seat to larger organizations and the systems they have in place.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>Budget challenges and tax revolt concerns lead the City to look for ways to save money through economies of scale—such as may be hoped for from this effort.</i></p> <p><i>Declining revenues, increasing costs, the search for cost effective solutions: all are concerns for the City generally.</i></p> <p><i>Four council members are up for election this Fall.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>Would like to see if a regional concept is a viable option and how many players would actually commit to the process.</i></p> <p><i>How will latecomers to the organization be addressed? Hopefully, entry into a</i></p>

	<p><i>regional dispatch center at a later time would not result in a penalty.</i></p> <p><i>How will the disparate technologies of participants be unified?</i></p> <p><i>The concept of regionalized dispatch comes up periodically, seemingly every five years or so. Hopefully, this time, a coalition of the willing will proceed at the end of the year to implement this concept—in a way that it remains a possibility for others to join later. While the City recognizes the importance of the contributions of the current group towards this effort, the City would not like to see latecomers unduly penalized.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>This phase of work will not provide firm estimates of the size and scope of a new dispatch agency, since other jurisdictions may join in over time.</i></p> <p><i>This phase should address what it will take to grow the entity and, to the extent possible, to define the economic drivers which are affected by growth.</i></p> <p><i>Technology is always changing, needing to be updated, and with multiple information sharing projects on the horizon, is getting more expensive and labor intensive as well.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>Among the barriers the City sees are:</i></p> <ul style="list-style-type: none"> <i>• Cost</i> <i>• Challenges of working with many other jurisdictions.</i> <i>• Ensuring that there is not too much of a push by Bellevue to influence the outcome in its favor.</i> <i>• Getting the needed data from participants to complete this phase of work.</i> <i>• Ensuring that there is a more seamless call-out of units on the North Border of the County. Perhaps Snohomish County could participate in the new eastside center?</i> <i>• Concern about how city dispatch employees would be treated and absorbed in a transition to regionalization</i> <i>• Need for assurance of cost containment: once a decision is made to give up a local dispatch center, the City would be subject to significant increases in regional costs. Going back to a City-operated dispatch center would not be likely because of the cost to re-implement.</i> <i>• Political will to implement: is it there this time?</i>

	<ul style="list-style-type: none"> • <i>Is this the right way to save money? 9-1-1 and emergency services in general should be looked at differently than most other municipal budgeted items costs. Consider value, not only cost.</i> • <i>Will promises of service level be kept?</i> • <i>What service level will actually be delivered? Will it be as good as what the City provides its citizens now?</i> • <i>Would other participants share the City's view of personalized and customized dispatch service levels?</i>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>This project has become more important to the City of Bothell Fire Department in the last year and there seems to be momentum around this initiative. The City Fire Department has for some time been exploring other avenues to improve dispatch service, including talking to Seattle about providing dispatch. There have been ongoing issues with the current Bellevue dispatch operation, structure and the way decisions have been made in the past.</i></p> <p><i>For the fire department the consolidated operation probably makes sense. It may not for the police department, given the service level provided, which would likely not be available from a consolidated dispatch center.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>Governance should incorporate a joint board with the power to hire and fire; the leadership role should be independent of any member agency.</i></p> <p><i>The governance of police and fire sides of the operation should be unified, but there should be separate police and fire operating committees to provide input to the joint board.</i></p> <p><i>Nearly all decisions are influenced directly by cost.</i></p> <p><i>The City is concerned that, as a relatively small jurisdiction, it would be the "low man on the totem pole" in a regional agency—particularly if governance is based on population.</i></p> <p><i>A model using equal partners at the table is preferred to a population-weighted vote model.</i></p> <p><i>A particular concern is what happens if someone wants to leave the agency: how will the fiscal impact of departure be managed?</i></p>

10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>The Department doesn't really know anything different from the current situation. The City fully controls its police dispatch operations and is not familiar with other regionalized models such as ValleyCom (other than SnoPac and SnoComm located in Snohomish County.)</i></p> <p><i>However, the City does provide police dispatch service to the City of Lake Forest Park. Bothell provides Lake Forest Park exactly the same level of service as they do to Bothell. Lake Forest Park changed its protocols to match the City of Bothell protocols. The parties have a three year contract with escalating cost based on actual costs incurred by the City in capital, labor and technology. Bothell did not hire any of the 6 Lake Forest Park Dispatchers in the merger. Lake Forest Park police joined the Bothell police radio system talk group. Bothell has 11 dispatchers and 2 working dispatch supervisors. The transition to contract service was smooth because the technology and infrastructure were in place at Bothell when service to Lake Forest Park began.</i></p> <p><i>Bothell has made a significant investment in its communications center and new police facility.</i></p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>The City would like to see equal partners at the table, to ensure a balance of power among agencies.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p><i>Bothell has a high expectation that ADCOMM / Reed will hold participants accountable to actively participate in the process.</i></p>
13	<p>When you read or hear the phrase "Statement of Operating Values and Principles" what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <ul style="list-style-type: none"> • <i>There should be a balance of power, with equal partners at the table.</i> • <i>Owners and members at the table should all be treated like valued customers.</i> • <i>The agency must understand that the real customers are the public.</i>

14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>Developing an acceptable cost and governance structure. It would be helpful to have a GANT chart showing how decisions will be made over time. The City would like to wait and see the product of this phase before deciding whether to proceed to the next phase.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>If the City's decision is to go forward with this project, the City would prefer to be an owner of the new entity.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>It will be important to secure a change in the leadership of the operation from the status quo.</i></p> <p><i>Politics of this effort could be tough.</i></p> <p><i>Financial issues could also be difficult: what if one participant's levy to fund the agency doesn't pass? Then what? That agency may not be able to join immediately: how would latecomers be handled? It should be possible to add board members over time through a latecomer process.</i></p> <p><i>Also, the process for how participants exit from the group should be defined as one of the elements of governance.</i></p> <p><i>There may be some value to have everyone be an owner in order to avoid the potential divisiveness between owners and subscribers. It will be important to clarify the differences between owners and subscribers and give choices to participants.</i></p> <p><i>It will be difficult to address the choice between equal votes or weighted votes at the table.</i></p> <p><i>Latecomer issues and costs will also be difficult. How can the group ensure latecomers can buy in without exorbitant costs—and that costs generally don't radically inflate over time?</i></p>

<i>Location</i>	
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>A good dispatch facility must be seismically sound and have capacity to accommodate at least 20 years' growth. Location may need to enable the employees of the regional center quick access to a backup dispatch. If the backup could be ValleyCom, it should be somewhat close to that.</i></p> <p><i>Security of the location is critical—the physical location and nature of the building. Particularly if dispatch redundancy is reduced through regionalization, there will be an increased risk that remaining dispatch centers are targets.</i></p> <p><i>Multiple government functions in a single building increase the risk of service interruption because of an increased number of government targets in the same building.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>The City would prefer the location of a new regionalized dispatch agency be somewhere other than the new Bellevue City Hall.</i></p> <p><i>Prefer a new facility which is designed specifically as a dispatch center.</i></p> <p><i>The new facility should be set up to ensure truly distinct dispatch operations as between police and fire.</i></p> <p><i>One concern with the new Bellevue City Hall location is whether there will be sufficient space for long-term expansion in that facility as well as overhead costs for the facility and location.</i></p> <p><i>Bothell is also concerned about the Bellevue location being in an urban center, which is not optimal from a security standpoint—this would be further exacerbated by the co-location of the Bellevue center with multiple other general government functions, increasing the risk factors associated with the location. A stand-alone facility is safer from a risk management standpoint.</i></p> <p><i>Bothell also wonders about the design of the facility and how growth would be accommodated. Growing within a single floor is usually more efficient and effective than growing across multiple floors.</i></p>
<i>Operating Issues</i>	
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points</p>

	<p>on which you expect it will be relatively easy to reach agreement?</p> <p><i>It is more difficult to standardize police protocols than fire protocols. How can the various police departments find the needed common ground? Project participants will need to carefully identify both police and fire needs and ensure they are both met. Identification of specific requirements is critical.</i></p> <p><i>Also need to address the need for back-up facilities. Backing up a very large center appears to be more difficult than multiple smaller centers providing back up to each other.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>The governance structure could be a deal killer if it looks like the current situation with one agency being lead as opposed to a partnership amongst equals.</i></p> <p><i>Also, it will be critical that the new agency require all participants and customers to use the same CAD system.</i></p> <p><i>An unacceptable service level would be a deal killer, and although this has yet to be defined, the City would recognize a comparable service level model when it sees it.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>The Fire Department ideally sees implementation occurring in the 2007-08 timeframe: this would work well given the City’s biennial budget. That means, however, that there would need to be a lot of firm data developed by mid-2006—or it would likely be necessary to delay the project until 2009.</i></p> <p><i>From the perspective of the Police Department, there is no preconceived notion of an ideal implementation timeframe. The Police Department has had 5 CAD system vendors in the last 12 years. That said, they hope the New World system, which was procured within the past year, will be sustained for several years.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p>

	<p><i>Ideally, these two functions should be merged. All support functions for the new agency should be unified if possible. If merger of function doesn't occur, work will still need to happen to coordinate EPSCA and the new dispatch agency.</i></p> <p><i>It is not clear to Bothell exactly what it would take to merge EPSCA and dispatch and what the management structure would look like or how it would work. This needs to be pursued with EPSCA to gain a better understanding.</i></p> <p><i>Bothell is a client of EPSCA. The City is frustrated that EPSCA hasn't been responsive to "dead-spot" issues that exist within the City, nor to Bothell's offers to help solve problems with the radio system performance and reliability. Re-banding is also a concern for Bothell and understanding the implications is critical.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>The City does not expect much detailed operational policy work to be completed at this phase.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>Customized systems come with costs. The City hopes that the RMS and CAD systems would be able to quickly identify particular policy needs. If identified needs would be costly or cause areas of concern for other users, the board of the new agency would need to make a final business decision. For a regionalized dispatch agency to work, there will need to be some level of customized service: what works for Bothell may not work for another City.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>From the perspective of the Fire Department, records management should be regionalized: there could be a lot of efficiencies from moving in this direction. Regional annual reporting and strategic planning would be a potential benefit.</i></p>

	<p><i>However, from the perspective of the Police Department, current regional initiatives underway (RAIN, LINX, COP-LINK, etc.) will essentially regionalize police records so there is little extra value to be had. The Police Department would prefer not to unify police records, so that it doesn't lose control of who manages the records and what happens to them. There are liability issues associated with the wrongful release of records.</i></p>
	<p>Communications Issues</p>
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>Communication is important. But different levels of staff will have different concepts and concerns. It will be important to find a way to get all their feedback into the information loop. A weblink will be important.</i></p> <p><i>The City has talked with all its dispatchers about the project.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>Fire unions and personnel want a high degree of system safety and a high level of performance from dispatch. Bothell Police feel that their current system is the safest for their officers and citizens as there is only one focus.</i></p> <p><i>There is some concern on the part of dispatchers about the project (for example, how will consolidation affect employment possibility with the new entity, rates of pay, seniority). Many of Bothell's dispatchers chose to work for Bothell, a smaller, more specialized facility that serves both south Snohomish County citizens and North King County citizens within the City limits.</i></p> <p><i>The City's dispatchers' union is AFSME.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p>---</p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Acting Chief Zsigmondovics will be the point person for the City.</i></p>

30	<p>How critical is it, in your view, that additional jurisdictions—for example, Redmond Police—join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It is <u>not</u> critical to get other additional players to participate at this phase, if it means they are forced to join unwillingly. They should however, be invited to every meeting and be heard if they wish to add constructive input. It will be helpful to communicate now with non-participants who may want to join later.</i></p> <p><i>This is the third time regionalized dispatch has been looked at. It doesn't seem logical to keep waiting for additional participants to join if the timing is not right those particular agencies. Each agency must make its own choice, and a coalition of the willing should move ahead. This would also allow other potential future participants the opportunity to see how the regional center evolves.</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>Bothell has a biennial budget. The City could do an addendum at any time to support 2006 funding needs, if the expenditures are critical and can not wait until the regular budget cycle.</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p>---</p>
<i>Other</i>	
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p>---</p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Clyde Hill**

Interview Date: **May 9, 2005**

Attendees: **Mitch Wasserman, City Manager; Bill Archer, Police Chief**

Interviewed in 2004 for Initial Needs Assessment? **Yes**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>Clyde Hill's vision and support for this project has not changed since last year. The City wants good service without a drastic increase in cost. The City also does not want to simply pay more for the same level of service.</i></p> <p><i>The core services from Clyde Hill's perspective are records and technical support on a 24/7 basis, as well as full deployment capacity in major events. The City wants the new agency to provide more records services than does ValleyCom currently. For example, the City would like the dispatch center to be able to confirm warrants and run record checks.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>The primary goals are achieving greater effectiveness and efficiency through this effort. Ideally, the new center would facilitate more seamless communications with all adjacent jurisdictions, as well as enhancing officer safety.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>Major challenges currently are implementing the new Mobile Data Terminals – delivery of which has been delayed. In some ways, Bellevue information</i></p>

	<p><i>technology decisions were made in a way that made Clyde Hill feel like its requirements and use is an after-thought. Clyde Hill wants to be sure that a new consolidated dispatch agency treats everyone as a first-class customer.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>Nothing that conflicts with this project.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>One question is where will the energy come from to actually implement the project? The City is comfortable with the scope of work, and glad to have the opportunity to consider being either an owner or a subscriber. The City is excited about the project.</i></p> <p><i>Clyde Hill feels the consolidated dispatch center project can be done. The question is will it be done?</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>Detailed steps of implementation will not be worked out in this phase. Technology choices will not be made.</i></p> <p><i>One notable concern: 800 MHz is in its twilight: the system will need to be entirely replaced by 2015. This raises the requirement that a new regional dispatch agency designed and built out in the 2008-09 era must ultimately be compatible with the new 800 MHz technology following soon thereafter.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>The City does not want to see progress torpedoed by any individual players, nor does it want a change to the collaborative temperament of the discussions to date. These deliberations—and agency operation of dispatch—should not be politicized: it's an operational function and there is no reason to politicize it.</i></p> <p><i>Kirkland and Bellevue have the capacity to torpedo the project. Not clear anyone else does. However, the lack of a critical mass of participants could</i></p>

	<i>also derail the project—and its not yet clear what constitutes critical mass.</i>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project is still very important to the City. However, momentum in support of the project has built up in the last year.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>The new agency should operate like EPSCA, in that it should:</i></p> <ul style="list-style-type: none"> • <i>Operate flexibly, taking in a lot of input from members and customers</i> • <i>Operate by consensus</i> • <i>Have operational decisions made by operational managers</i> <p><i>When regionalizing a truly technical function like this, the issues are not so much matters of policy. Thus, the new agency does not need a governance model structured to address major policy issues: the model should be light on governance and high on operational excellence: the EPSCA model essentially does this.</i></p> <p><i>Clyde Hill perceives that ValleyCom's Director spends considerable time managing the relationship with the Mayors of ValleyCom's owner cities. Clyde Hill wondered if there was a way in the new Eastside consolidated center, for the senior manager to spend less time relating to the elected officials and more time with the day-to-day operation.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>The City would be opposed to operational decisions being politicized.</i></p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>ARCH works fairly well—but it oversees a function that is more about policy than true for this project, so ARCH probably is not a good model to transfer to this project.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p>--</p>

13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>The City hasn't worked with this type of concept much. The principles involved should probably be more numerous than were involved in creating EPSCA.</i></p>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>All financial decisions are key.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The City of Clyde Hill will take a hard look at being an owner, but may ultimately decide to be a subscriber. This choice was not available to the City when EPSCA was formed, given the timing and City capacity to take on the amount of participation required at that time.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>It will be difficult to find the right balance between the political and the operational in structuring decision-making. Ultimately, however, the biggest challenge is the cost.</i></p>
<i>Location</i>	
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>The new center should probably be located in the new Bellevue City Hall. That location is relatively high, in terms of topography, reducing the need for a lot of new repeater stations and ensuring clearer radio coverage. But, if that issue can be dealt with in other ways the location is not critical.</i></p> <p><i>It would be helpful if the location were not further away from Clyde Hill than Redmond if the Clyde Hill police will still need to travel to obtain records data from the new agency.</i></p> <p><i>The location is not critical for people answering 9-1-1 calls and talking on the</i></p>

	<i>radio to fire, EMS and law enforcement.</i>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>This is a great option. However, Clyde Hill does not want to pay more for essentially the same service. The current dispatch contract with Bellevue ensures fairly stable pricing, which is important to Clyde Hill. Fortunately Clyde Hill has a contract with Bellevue which will protect the cost to Clyde Hill.</i></p> <p><i>Clyde Hill is concerned that the revised pricing model may introduce ala-carte pricing which might make the sum of the parts to be greater than the current cost to Clyde Hill. Increased cost for the same service will not be acceptable to Clyde Hill.</i></p>
	<i>Operating Issues</i>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Clyde Hill expects there will be two levels of service provided, essentially, one for small cities, one for big cities. There may be resistance to this if the training costs are too high.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>A big cost increase over the current operation could kill the project, as could a reduction in service.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>Practically speaking, the project is not likely to be implemented for 5-7 years, given the sunk investment in current dispatch technologies and the 800 MHz transition pending.</i></p> <p><i>Notably, it was reported by Clyde Hill, while King County has saved money to replace its 800 MHz system, Seattle, ValleyCom and EPSCA have not.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system –</p>

	<p>with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>Ideally, the two functions would be operated under a single agency. It is probable that this may not occur until after initial implementation of merged dispatch. However, merger would send a good message, especially as we could then credit EPSCA with being the foundation for success of future regional entities. Ideally, this project will involve the “morphing” of EPSCA, rather than completely recreating the wheel.</i></p> <p><i>That being said, the City hopes we can find a better acronym for the new dispatch agency.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>The City does not expect that there will be much of this type of work done in this phase.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>Why would anyone pay more for the same level of service?</i></p> <p><i>Clyde Hill will be looking carefully at what is being provided, why the cost is different, and what is different than currently provided.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>Consolidation of records and dispatch in a single agency probably won't happen. Agencies will want to control their local records. The Clyde Hill Police Chief wants to house records at the City: the scale of what Clyde Hill needs will be much smaller than the more expensive investment that others in the sub-region will need. Clyde Hill does not want to fund a records system which it does not require.</i></p>
	<i>Communications Issues</i>
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)?</p>

	<p>Have you begun this process? What format / media are you using?</p> <p><i>It is important to keep people informed. There should be no secrets as this project proceeds.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>The Teamsters union represents the City's police officers. The union has not identified this project as an issue.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p>--</p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Chief Bill Archer will represent the City.</i></p>
30	<p>How critical is it in your view that additional jurisdictions join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It is important to keep non-participants informed but the consultant team should not spend a lot of time on this. It would be logical for the Sheriff's Office to be part of this new agency.</i></p> <p><i>The basic premise of this project is not to exclude people. Also, there is logic from the public safety perspective to include as many agencies as possible.</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>The City has an annual budget. It is possible that there will not be any further investment in this project in 2006 in order to allow existing technology investments to "age."</i></p>

32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>The City would need this information by August.</i></p>
	<p><i>Other</i></p>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p>--</p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **Eastside Fire and Rescue (EFR)**

Interview Date: **May 11, 2005**

Attendees: **Chief Lee Soptich; Deputy Chief Wes Collins; Deputy Chief Jeff Fallstrom**

Interviewed in 2004 for Initial Needs Assessment? **No**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>Ideally, a new regional dispatch agency would resemble ValleyCom: ValleyCom listens to its customers and spends a lot of time giving attention to what those customers want. In contracts, Bellevue has an inconsistent pattern of involving its customers in decisions—sometimes they don't do it at all, and sometimes they go overboard with involvement.</i></p> <p><i>Ideally, there would be no surprises for customers, in terms of new systems coming on line without notice. This happened recently to EFR when Bellevue implemented Visicad which immediately disabled the EFR alpha-paging system without warning. Changes in practice should be thoroughly studied in advance and there should be serious up front consideration given to customer wishes.</i></p> <p><i>Ideally, the new agency would eliminate the built-in delays in communicating between communications centers (for example, now it takes several minutes to get the closest Renton fire vehicle dispatched into EFR territory).</i></p> <p><i>Funding ideally would be centralized and billed back without the need to wait for members to individually commit funding. ValleyCom seems to do this.</i></p> <p><i>Governance of ValleyCom is attractive because customers have more say in decisions, as compared to the current Bellevue contract service arrangement. EFR feels often like "stepkids" compared to Bellevue Police when it comes to getting needs met.</i></p>

2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>Efficiency and effectiveness are important goals, together with getting more control and input into decision-making.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>Current EFR challenges include renegotiation of the interlocal agreement governing EFR; meeting new state mandates on event reporting; changes in deployment standards; and funding stability (one member of EFR could not pay the budgeted amount last year).</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>This Fall's elections could have significant impact on the composition of the EFR board.</i></p> <p><i>The upcoming EMS levy renewal (2007 election) is a concern as well.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>EFR hopes that the following issues will be resolved in this phase:</i></p> <ul style="list-style-type: none"> • <i>Funding: what will the new center cost and how will costs be allocated?</i> • <i>How can a very large dispatch operation effectively communicate in an emergency with ancillary city functions such as parks, utilities and roads? Can the spectrum of local police dispatch services now provided be replicated in a regional center?</i> • <i>Will the police departments be willing to coordinate their dispatch needs? Federal standards (NIMS, HLS) necessitate greater participation and collaboration between police departments. Getting them under the same dispatch roof would be an important first step in meeting those standards, and would also improve interoperability.</i> <p><i>Can the group agree upon a governance model that involves full joint ownership and partnership—with only one class of member / owner and no contract customers. The problem with having customers is that they always pressure for lower costs.</i></p>

6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>Technology choice and the nuts and bolts of operation will not be worked out in this phase.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>EFR is concerned about the following potential barriers:</i></p> <ul style="list-style-type: none"> • <i>Police records needs – some small cities will very much want a new agency to provide full RMS for police (specifically, Carnation and Duvall will want this)</i> • <i>Local control issues</i> • <i>Historical baggage in the relationships between jurisdictions</i> • <i>Pride in local dispatch centers</i> • <i>Cost—particularly when police dispatch centers provide functions that the new regional agency will not pick up.</i> • <i>What will happen to dispatch employees? It will be critical to attend to the staff transition challenge: people may leave existing centers before the new agency is ready to pick up service responsibility.</i> <p><i>In terms of cost, EFR pays Bellevue less today for dispatch as a customer than it did to operate its own system back in 1997.</i></p>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>Last year, EFR did not have time for staff to participate in the study, and wanted to see whether the study had momentum. Now, there is clearly momentum.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>EPSCA appears to be a good model, but somewhat problematic in that one agency can essentially veto an idea.</i></p> <p><i>The governance model should be flexible enough to accommodate new partners in the future, potentially including Snohomish County.</i></p> <p><i>(See more comments in questions below)</i></p>

10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>The Port of Seattle is a good model in that it has the ability to levy a tax to support operations throughout its district. However, it seems unlikely the group would agree to form another layer of government which would compete for tax authority in this territory and have a separately elected board.</i></p> <p><i>The lack of continuity between elected leadership can be a big problem in the management of a joint agency. This may mean that senior administrative staff with longer-longevity should serve on the governing board.</i></p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>EFR would not want a governance model that created a new set of directly elected officials.</i></p> <p><i>The governance structure should be balanced to ensure no single player has too much authority or veto power.</i></p> <p><i>Among the lessons learned in the EFR partnership are:</i></p> <ul style="list-style-type: none"> <i>• Presentation of ideas and initiatives from stakeholders is not the job for the chief administrative official: members need to make their own case for changes rather than have the Chief / manager advocate on behalf of a single member.</i> <i>• A strong manager will be critically important. That person must be able to sort sensitively through issues in a politically-savvy way.</i> <i>• Regionalization has both pros and cons. On the downside, participants may lose some personalized service, but on the upside can gain significant efficiencies and public service enhancements.</i> <i>• There can be real problems when partners can't fund their part of the budget: this impacts everyone. This must be anticipated and dealt with in the governance structure.</i> <i>• Administrative costs are shared in EFR and these have had to be worked through in great detail with members.</i>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p>---</p>

13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>Some of the concepts EFR would like to see incorporated into the Statement include:</i></p> <ul style="list-style-type: none"> • <i>Decisions are made based on what is right for the public</i> • <i>No one will lose their job or take a pay cut as a result of this move to regionalized dispatch (this greatly helped when EFR transitioned to being dispatched by Bellevue)</i> • <i>The agency must be cost effective and efficiency driven wherever possible</i> • <i>Value must go to the customer</i> • <i>Getting more for the money may be more important than saving money</i> • <i>Be sensitive to other partners’ needs and work through them</i> <p><i>A short statement of values and principles will be better than a longer statement.</i></p>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>It will be important to reach agreement on the governance model and get a rough idea of the cost.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>EFR would prefer that everyone be an owner in the new agency, so that all share equally in the risk and responsibility. Customers push different priorities—cost reduction—than owners may want and can build-in divisiveness for an agency.</i></p> <p><i>Perhaps latecomers could be accommodated as they have in _____ in Oregon: after 4 years, all customers become owners, with accompanying rights and responsibilities.</i></p> <p><i>The governance model should make it difficult for parties to leave: build interdependence.</i></p> <p><i>Having bonding capacity will be a selling point for a new agency.</i></p>

16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Board members should be roughly equal: this will be a challenging issue given perceived differences between, for example, big city mayors and small fire district commissioners.</i></p> <p><i>Board members need to be concerned about what is going on in their neighbors and partners jurisdictions. They need to build teams, rather than dictate outcomes.</i></p>
<i>Location</i>	
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>EFR is not very concerned about the location, so long as it is seismically safe, terrorist resistant, and accessible to local partners. At a minimum it must be in King County.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>Does Bellevue have the capacity at their city hall to expand significantly? The general understanding is the new City Hall operation will be “built-out” on arrival.</i></p> <p><i>Perhaps the King County Sheriff dispatch facility could accommodate an eastside facility—there seems to be a lot of extra space at their operation. Alternately, the Sheriff might be able to serve as back-up to an eastside operation.</i></p> <p><i>There is a concern that if the new agency is located in Bellevue City Hall that the baggage of the current Bellevue operation will simply be carried over to the new operation.</i></p>
<i>Operating Issues</i>	
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>The Fire agencies have a long history of working out their needs together.</i></p> <p><i>EFR does not have a problem with the way in which Bellevue now cross-trains staff: in a major disaster, this cross-training is an advantage. But</i></p>

	<p><i>normally, dispatchers should be dispatching both police and fire at the same time.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>It will be a deal killer for EFR if the representation model or funding allocation approach is not fair.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>It is unlikely that a new agency would start up before 2008, although hypothetically, a regional fire agency could start tomorrow since the operational issues are already largely addressed.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>Ideally these two functions would be merged to facilitate “one-stop shopping” on all radio-related matters.</i></p> <p><i>EFR member agencies are currently served in part by Bellevue and in part by King County for radio services. Costs are pretty close, but King County is much more responsive and easier to work with than EPSCA. If there is any radio work to be done in EFR, even if on a radio owned by EPSCA, EFR will never ask EPSCA to do the work: instead, they go to King County. In other words, while EPSCA seems to have a good governance model, technically, King County services are superior in responsiveness. Perhaps this is in part due to the fact that the EPSCA operation is much smaller.</i></p> <p><i>Duality of radio maintenance can be a problem: the two systems don’t offer the same services. Ideally there would be a single system Countywide.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>Details of operations will not be worked through this year.</i></p>

24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>EFR expects that a new agency will be able to be responsive to different agency needs: one size won't fit all.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>Fire agencies could achieve regionalization of RMS in a year or two. If dispatch is regionalized through a new joint agency, fire would support unifying RMS. The state chiefs have just endorsed a new unified approach to records, so unifying RMS would build on this. There is no reason not to share records between agencies on a real-time basis.</i></p>
<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>EFR has not sent out the Q & A to its employees. However, EFR agrees openness in this process is important: there can be no secret agendas if the process is to be successful.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>The unions are vaguely aware of the project and have raised no concerns.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p><i>Individual agencies should be responsible for gathering feedback from their employees and forwarding it to the steering committee / consultant team.</i></p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p>

	<i>Chief Soptich, at least initially, will be lead for EFR.</i>
30	<p>How critical is it, in your view, that additional jurisdictions join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It is imperative that the King County Sheriff be invited to participate in this effort. There is a benefit to talking to them, a risk in not doing so.</i></p>
	<i>2006 Budget Issues</i>
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>EFR would expect that there will be a 2006 budget for this project.</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>Ideally, budget information for 2006 will be available before the end of May, since Cities need the information for their budget processes in June.</i></p>
	<i>Other</i>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p>---</p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **Fire District 27 (Fall City)**

Interview Date: **April 25, 2005**

Attendees: **Chief Chris Connor**

Interviewed in 2004 for Initial Needs Assessment? **No**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>The District was not part of the 2004 phase. KCFD 27 hopes a lot of agencies will participate in this effort. KCFD 27 is participating now because neighbors are participating and KCFD 27 needs to maintain and enhance interoperability with them.</i></p> <p><i>The District is dispatched by Bellevue but is not part of EPSCA: it gets 800 MHz service from King County, and is happy with the responsiveness of the County service.</i></p> <p><i>The District would like a new agency to ensure dispatchers provide more initial incident information to agencies at dispatch, and use "plain English" to do so.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>KCFD 27 needs to be able to clearly identify an added value to moving in this direction. All fire agencies in Zone 1 are already regionally dispatched: how will this enhance KCFD 27's situation?</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p>

	<p><i>Currently, experienced significant growth in staffing: managing this larger organization is a challenge. Communications is a particular challenge—ensuring adequate information flow to and from the larger staff group and between shifts.</i></p> <p><i>Training, to ensure consistency.</i></p> <p><i>Would like a long time to start saving for the cost of transitioning to a new regional dispatch agency.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>Elections: all three commissioner seats are up for election this fall.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>Would like to know what the new agency will cost and start saving to fund it.</i></p> <p><i>Would also like information on the technology options that will be under discussion.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>Choice of technology—such as MDTs.</i></p> <p><i>Note that not all 9 District Vehicles will need MDTs in the near term; the District may want the option to “ramp up” the equipping of their fleet with new technology after joining a new agency.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>What will be the difference between owners and contract agencies in the new regionalized agency?</i></p> <p><i>Will it be possible to ramp up implementation of technology over time?</i></p> <p><i>Will there be a real difference in control and operations as compared to the status quo? Or will KCFD 27 simply be paying more, getting less service and</i></p>

	<i>still feeling “bowled over” by the service provider?</i>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>This project is more important to us now, which is why we are participating.</i></p>
Governance and Finance	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>Having a voice is more important to KCFD 27, than having a vote.</i></p> <p><i>The agency should incorporate a joint board approach, rather than a “lead agency” approach. The joint board should hire and fire the lead staff.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p>---</p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>Want a governance model that attempted to reach decisions first through consensus, even though it often takes time, rather than first going to a vote. The structure should work to erase jurisdictional boundaries, rather than reinforce them.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p>---</p>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>The Statement should include the concept that the most important thing is the customer: that is, the public.</i></p>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p>

	<p><i>It would be helpful to determine who is participating and truly committed in order to better define the costs for everyone.</i></p> <p><i>It is extremely important that all Zone 1 fire agencies participate in this effort.</i></p> <p><i>Fire wants to stay together, 100% involved and in the center of the process.</i></p> <p><i>Ideal outcome at the end is better service and lower cost.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The District could go either way—owner or subscriber. The key deciding factor in this will be cost of either option.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>The lead agency model is not something which will be easy for KCFD 27 and other fire agencies to agree to support.</i></p> <p><i>Regional board for management of dispatch center is a more attractive approach.</i></p>
	<i>Location</i>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>Ideally, the facility should be centrally located and should be able to accommodate growth over time.</i></p> <p><i>What will not work is shared space, equipment, service and staff.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>If Bellevue is not the lead agency, the location at Bellevue City Hall should not matter that much. However, if it is there, there will be concern that Bellevue will control operations and influence cost too much.</i></p> <p><i>We are concerned about the word that the space allocated to dispatch in the</i></p>

	<p><i>new city hall is being significantly reduced: will there be enough for a regional agency or for growth of that agency? Space should allow for growth and additional service in the future.</i></p> <p><i>The District has an open mind about this location option.</i></p>
	<p>Operating Issues</p>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Ideally, dispatch should be done by jurisdiction, not to simply even out the call-load of individual dispatchers—otherwise, several dispatchers may be working on events for a District or agency and events are not well coordinated. The current method of assigning incidents to radio talk groups seems more focused on balancing dispatch center work loads, than what is happening in the field.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>Splitting up the Zone 1 fire agencies into multiple dispatch entities could be a deal killer for the District and other fire agencies—all Zone 1 agencies should be served in any new regionalized entity.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>Ideally, 5 years. 2008 would be good and is probably too soon, especially if a location needs to be identified and a facility built.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>How will non-EPSCA members 800 MHz needs be incorporated into the work of the new regional dispatch agency? The District needs to know more about EPSCA and how it works.</i></p> <p><i>The impression KCFD 27 has of EPSCA is that nothing happens quickly, progress is stalled for reasons not obvious to the users and there must be a better way. Something as simple as changing radio templates with EPSCA is</i></p>

	<p><i>a very time consuming process with EPSCA, yet very quick to make happen with King County. Radio template design is controlled by the radio users, not EPSCA, but this is not the way EPSCA seems to do things.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>Don't expect much work in this area at this phase.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>Would like to see the service level clearly increase, particularly in the form of providing better, more complete information through the dispatchers to field units via radio. Willing to accept more abbreviated information during periods when dispatchers are very busy, but when not busy, would like dispatchers to spontaneously provide more information and be thinking ahead.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>Privacy laws (i.e HIPPA) limit the usefulness of a shared Fire RMS.</i></p>
<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p>---</p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>This project should not create problems or issues for KCFD 27 union.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p>

29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Chief Connor will be lead for the District.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions—for example, Redmond Police—join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It makes too much sense not to talk to folks like the King County Sheriff about this initiative. That outreach should be pursued.</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p>---</p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>If there is a 2006 budget item, KCFD 27 wants a firm number by October, and a placeholder a couple of months earlier.</i></p>
<i>Other</i>	
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p><i>How will the new agency be financed?</i></p> <p><i>Hope someone will talk to the King County Sheriff about joining this effort.</i></p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Issaquah**

Interview Date: **April 28, 2005**

Attendees: **Leon Kos, City Administrator; Dave Draveling, Police Chief; Steve Cozart, Deputy Police Chief**

Interviewed in 2004 for Initial Needs Assessment? **No**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>At first blush, there are too many hurdles for the City of Issaquah to ultimately be able to participate in a new regional dispatch agency – but in several years, things may look different and therefore, the City will want to have been involved in shaping the organization in order to ensure it later has the opportunity to be a full-fledged partner / owner rather than a subscriber of a new regional dispatch agency.</i></p> <p><i>Issaquah’s primary goals for such an agency would for it to be (1) cost effective, and (2) provide service by dispatchers who know the City and the City’s police officers. Ideally, the City would have its own call group, not shared with other jurisdictions, and each dispatcher assigned to that call group would be consistently scheduled with a shift of City police officers to promote a close working relationship between dispatch and police.</i></p> <p><i>Issaquah’s current police dispatch operation provides multiple functions—jail security, police records management, and police property inventory. Spillman CAD and other software programs are used. The City spends about \$765,000 a year on these combined functions. In order to determine whether a new agency is cost effective for the City to join, it will be important to know what services will remain behind that the City must continue to staff and separately fund.</i></p> <p><i>Issaquah recognizes that the staffing levels in a smaller dispatch agency are more difficult to tightly adjust and this is one of the benefits of a larger organization handling higher volumes.</i></p>

2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>The City has big sunk costs in dispatch/CAD/RMS technology, having recently spent more than \$200,000 on Spillman's technology: addressing the future of these costs is an important issue.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>The City is experiencing a high turnover rate in dispatch staff and has been unable to fill all 10 dispatch FTEs authorized (there are only 9 in place)</i></p> <p><i>Police officer staffing is determined by a formula based on the number of calls for service. The size of the dispatch staff, which is also related directly to the number of calls for service and the number of police officers, is not based on a formula and is typically at the discretion of the City Council.</i></p> <p><i>The pending annexation of Klahanie and South Cove/Greenwood Point poses significant workload issues for the police: the police department is creating a normal budget plus two supplemental budgets. This workload would be a minor issue for a regional agency, but because the City is relatively small, this annexation potentially doubles the City's population—a big impact.</i></p> <p><i>Another issue is the potential impact on the City's dispatch center budget if dispatch of Snoqualmie Police goes to the County: Snoqualmie Police dispatch contract with Issaquah and currently supports about 20% of the \$765,000 annual Issaquah dispatch budget.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <ul style="list-style-type: none"> • <i>Attracting additional police officers.</i> • <i>Building closer linkages between police and fire on 800 MHz</i> • <i>Uncertainty about the future of Eastside Fire and Rescue and how that may impact City dispatch needs and costs.</i>
5	<p>What are the key questions you hope to see answered in this phase of the work?</p> <p>What decisions do you hope to be able to make by the end of the year/early</p>

	<p>next year as a result of this work?</p> <p><i>The City hopes this phase of work will identify obstacles which need to be overcome and provide an ability to see how the City can potentially get over the hurdles to participating in a regional dispatch agency. Issaquah will continue to evaluate its options as questions are answered and hopefully this regional concept will seem more worthwhile at the end of the year.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p>---</p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <ul style="list-style-type: none"> • <i>Will it be cost effective?</i> • <i>Will it address staffing concerns?</i> • <i>Will it address the sunk costs of Issaquah's current dispatch-related technologies?</i>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project has become more important for the City of Issaquah in the last year:</i></p> <ul style="list-style-type: none"> • <i>Economically, the City must look seriously at all efficiency opportunities: this may be a significant one.</i> • <i>Looking at the E-Gov Alliance, it seems likely that in the future there will be more, rather than fewer, situations where Eastside Cities are using common technology and regionalized technology systems.</i> • <i>The wish for, and advantages of, regional cooperation will continue.</i>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>A new regional dispatch agency should include a board with representatives from the various owner jurisdictions, much like either the ValleyCom model or the EPSCA model.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>The ValleyCom model is not a good model in terms of services provided:</i></p>

	<p><i>ValleyCom has too narrow a range of services provided—particularly concerning is the lack of RMS services. The City of Issaquah would prefer more RMS services be provided by a new eastside communications center than ValleyCom currently provides its clients.</i></p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>EPSCA is a good model: it is clean and straightforward. There is an operating committee composed of operating staff from the jurisdictions. There is a small group of owners, and a larger group of customers.</i></p> <p><i>The E-Gov model is also a good one.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p><i>The Jail Advisory Group is not a good model: there are too many owners—currently 31 cities, all with different needs and understandings of jail issues. The process has been further contorted by the involvement of elected officials politicizing decision-making.</i></p>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>Among the concepts the City of Issaquah would like to see included are:</i></p> <ul style="list-style-type: none"> • <i>Familiarity with the local community</i> • <i>Commitment to customer service—both internal and external customers.</i> • <i>An agency culture that anticipates needs, rather than simply reacts to needs as they arise. (The City feels that the current “team” approach it employs linking specific dispatchers to specific police shifts helps support this “anticipatory” culture.) Issaquah would like an organization and culture that answers the telephone before it rings.</i>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>It is critical that Eastside Fire and Rescue agree in the near term to participate in funding this phase of work by becoming a signatory to the Joint Powers Agreement.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications</p>

	<p>center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The City of Issaquah would push hard to be an owner if it chose to participate. If it could not be an owner, it would probably be a long-time before the City would choose to participate as a subscriber.</i></p> <p><i>Being a subscriber has the advantage of making an exit easier (see the Eastside Fire and Rescue interlocal agreement for a good example of this, particularly as relates to asset disposition). However, this does raise an interesting question: if Eastside Fire and Rescue becomes an owner in the new agency, will Issaquah be a “half-owner” through its relationship with EF&R, even if the police department is not dispatched by the new agency?</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>The City of Issaquah expects that the timing issue—when to start the new agency—will be most difficult, given the varying life-spans of the technology investments now in place in the dispatch centers of the participants.</i></p> <p><i>Another difficult issue will be addressing the lack of participation of the City of Redmond.</i></p>
	<p><i>Location</i></p>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>In the view of the City of Issaquah, Bellevue would be a fine location for the new dispatch center. Issaquah is not worried about the Bellevue control issues if the center is located in the new Bellevue City Hall. Cost is a bigger issue, specifically, what would be the price terms of using the Bellevue City Hall location? The cost of the Bellevue City Hall may sink that location as a viable option: The group needs to look at the cost differential between the Bellevue City Hall and other options. (Related to this, Issaquah is concerned that there is a significant cost to EPSCA partners now being incurred as a result of the decision to move the Bellevue dispatch center from fire station 3 to the new Bellevue City Hall.)</i></p> <p><i>The participants in this regional effort should compare the cost of building a new center like that which ValleyCom has: find the lowest cost land, most affordable housing and put it there. Of course, it may not be possible to replicate the South County land / housing market in East King County.</i></p>

18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>(See above)</i></p>
<i>Operating Issues</i>	
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>It is critical that the process for choosing the technology systems employed be open to all reasonable ideas. Each participant must be willing to look at systems choices other than that which they currently employ.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>Potential deal-killers for the City include:</i></p> <ul style="list-style-type: none"> • <i>A “reactive” operating philosophy (rather than pro-active / anticipatory)</i> • <i>Not being willing to understand and become familiar with Issaquah as a city and its requirements.</i> • <i>A ownership / operating price tag that is too costly</i> • <i>A technology choice that cannot interface with other remaining city systems</i> • <i>Inability to resolve the need for a jail management systems module and property management module (e.g., what is the cost impact on Issaquah of having to maintain these or other systems separately)</i>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>Ideally, a new center would start operating in about 5 years. Starting by 2008 is too fast from Issaquah’s perspective.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>Merging EPSCA with a new dispatch agency is something that should be considered, but it should be noted that there is not a complete overlap between the service territory of EPSCA and the current participants in this regional dispatch effort. The impact of this difference is unknown, but should</i></p>

	<i>be explored further.</i>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>In order to determine whether the hurdles to participation can be overcome, the City would expect that this phase of work will include agreement on the basics of how the agency will operate.</i></p> <p><i>Issaquah will judge progress in this phase of the project by being able to point to many of today's concerns which have been answered in six months as a result of the study.</i></p> <p><i>The ValleyCom model is too restrictive. Issaquah would like a model which includes basic services and options.</i></p> <p><i>Detailed operations policies would be worked out later.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p>---</p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>At a minimum, dispatchers in the new agency should create CAD files and there should be an electronic bridge between those files and the local police departments. However, the City of Issaquah would not want to see police records managed and separately kept by the new agency. The City will want to ensure a compatible interface between agency records and city records, and would like the ability to view others' records and allow others to view Issaquah's records.</i></p>
<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>It is both important and challenging to communicate about this initiative to City staff.</i></p>

27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>Current union / dispatch staff is not generally supportive of this project. They prefer to continue to see a stand-alone city operation. However, discussions on this subject have barely begun. Nevertheless, management expects dispatch staff may be uneasy about the new agency idea: they have heard that Mercer Island staff needed to compete for jobs in Kirkland dispatch when the Mercer Island center closed. Issaquah dispatch staff will want to avoid a competitive process to retain dispatch jobs in the new agency.</i></p> <p><i>Issaquah's bargaining unit is in the process of decertifying its relationship with the Teamsters.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p>---</p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Issaquah's point person will be Chief Dave Draveling.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions—for example, Redmond Police—join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>From the City's perspective, It is not critical that others join this effort, though the team thinks it is in other's interests to do so.</i></p> <p><i>The team agrees that it would be a positive thing to talk to other non-participants and get their feedback, particularly to the King County Sheriff, and recommend approaching Sheriff Rahr directly about this.</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p>

	<i>The City of Issaquah has an annual budget. If there will be charges for continued participation in this project in 2006, the City would need to know by mid-June.</i>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>Issaquah will want this information by mid-June.</i></p>
	<i>Other</i>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p>---</p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Kirkland**

Interview Date: **May 11, 2005**

Attendees: **Dave Ramsay, City Manager; Tracy Burrows, Senior Management Analyst, City Manager's Office; Jeff Blake, Fire Chief; Greg Edwards, Deputy Police Chief**

Interviewed in 2004 for Initial Needs Assessment? **Yes**

#	Question
<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>	
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>The vision has not changed. What remains important has been reinforced. However, the City recognizes the outcome may change now that the group of partners has changed.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>Effectiveness and efficiency are both still important, together with a better governance arrangement.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>Implementing the new law enforcement CAD-RMS system remains a major issue. There is no ideal time to undertake regional initiatives: Kirkland is aware that they may need to regionalize before the useful life of their new CAD-RMS system has run.</i></p> <p><i>The fire department wireless data project (MDTs) is another challenge, as is the fire station consolidation project.</i></p>

	<p><i>The possibility of a major annexation is also an issue that is creating work currently – if it comes to pass it will create significant space needs for the public safety departments.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>The City is in the beginning stages of examining creation of a regional fire district, employing the new junior taxing district authority from a recently-passed state law. The City is joined in this effort by Bothell and Woodinville.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>Kirkland hopes this phase of work will identify:</i></p> <ul style="list-style-type: none"> • <i>The jurisdictions that are participating and those which are not.</i> • <i>The costs of regionalization</i> • <i>A realistic timeframe for implementation</i> • <i>Agreement on governance—and decisions as to who will be a customer and who will not</i> • <i>The location of the new facility: are there meaningful opportunities other than the new Bellevue City Hall?</i>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>Labor issues will not be ironed out in this phase.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>Among the more serious potential barriers are:</i></p> <ul style="list-style-type: none"> • <i>Technology conflicts between partners</i> • <i>Personality conflicts</i> • <i>Perception that Bellevue will be in charge, regardless of the governance structure (this is not a concern for Kirkland but may be for others)</i> • <i>Letting the process drag on at length in hopes of securing unanimous agreement: it may be better to move on and simply let some participants fall away if they do not agree with everyone else.</i> • <i>Identifying the benefits to participating now, rather than waiting to join. The benefit should be meaningful--but new partners may need to be</i>

	<p><i>added over time. Perhaps there should be a date set at which one must commit to the project to enjoy a “founders’ benefit,” for example, January 2007.</i></p> <p><i>The City hopes the group will not allow the process to bog down in hopes of unanimity.</i></p>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project is still very important, particularly to the Police Department.</i></p> <p><i>The City is very pleased that others have joined the effort since 2004.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>The new center should be governed by a joint board, like EPSCA. The owners should have seats at the table. There should be a distinction between the governance board and an operations board (for example, the E-Gov Alliance has recently instituted this distinction).</i></p> <p><i>The City notes that the EPSCA model is not well understood by non-participants: for purposes of moving the governance discussion ahead, we may want to avoid use of the term “EPSCA model.”</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>The City wants to avoid a contract-type model where there is a single lead agency. The new effort needs to reflect a true partnership.</i></p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>Each agency should get to pick its own representative, which should be the chief executive officer.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p><i>The Jail Alternatives Group process was not a good one: it was not stable given the multitude of partners involved.</i></p>

	<i>A new agency should have its own staff, not rely on individual cities or districts to provide staff and other resources.</i>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>The City views the statement as being something like a mission statement or a goals statement. The challenge in developing this statement is that the group doesn't yet know what services the agency will ultimately provide.</i></p> <p><i>The City would want to see the following concepts included in the statement:</i></p> <ul style="list-style-type: none"> • <i>Customer Service is a top priority.</i> • <i>Effectiveness and efficiency are priorities.</i> • <i>Decisions are made on a partnership model, not a contract model.</i>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>Agreement on governance is the critical first piece. The governance agreement must clearly delineate what it means to be a partner versus a subscriber. The agreement must show how agencies of disparate size will work together.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The City will want to be an owner in the new entity. Participants should have a clear choice on this question.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Financial issues that will be difficult to resolve include the question of funding a sinking fund for replacement of systems. Failure to do so elsewhere is coming back to haunt. The City would prefer that the group commit to funding equipment replacement using a sinking fund and begin now to fund it.</i></p> <p><i>The question of how to address the employees working in a new regional dispatch agency will also be important: will they be city employees or employees of the new separate agency? Related to this, how will the</i></p>

	<p><i>administrative operations be provided? As described in the answer to question 12, A new agency should have its own staff, not rely on individual cities or districts to provide staff and other resources.</i></p> <p><i>These issues should be sorted out in this phase.</i></p>
	<p><i>Location</i></p>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>The location needs to meet the basic requirements of security. The facility must be secure.</i></p> <p><i>The facility needs to have room for expansion.</i></p> <p><i>Cost is an important part of the location choice.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>The issue with the Bellevue City Hall location is whether governance and operational choices can overcome skepticism and perception issues. The City of Kirkland is open to the Bellevue City Hall location, or any other location that meets the governance and operational needs of the group.</i></p> <p><i>Bellevue will be perceived to still control the operation if the facility is located in any Bellevue location. The long-frustrating contract history (attempting to get meaningful input into decisions by Bellevue management) will carry-over to any Bellevue location.</i></p> <p><i>If would make a positive difference if the new agency manager is an employee of the joint board. If located in a city facility, the agency should be a tenant, not a division of (and operated by employees of) the host jurisdiction.</i></p>
	<p><i>Operating Issues</i></p>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>The City would like separate dispatch units for fire / EMS and police. These are specialized services.</i></p> <p><i>It may be difficult to reach agreement on the service level, and achieve consensus that this service level will be met by the new agency.</i></p>

20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>Potential deal killers include:</i></p> <ul style="list-style-type: none"> • <i>If the governance arrangement is not a true partnership</i> • <i>Lack of fair representation</i> • <i>An endless process: the group needs to keep moving forward. Should not be structured to collectively insist that everyone agrees with everything before proceeding: consensus is a goal, not a mandate in this process</i> • <i>An outcome that is neither more efficient nor more effective</i>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>Ideally, the operation would be up as fast as 2008. If the location choice is the Bellevue City hall, this is possible. That may be an optimal short-term solution, pending a longer-term new facility.</i></p> <p><i>Practically, 2010 may be the soonest the operation is up and running if the decision is to locate in a new facility.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>It seems unlikely that the EPSCA board will agree to give up its current authority. It may be more possible to expand the current EPSCA agreement to take on new authorities than to create a new separate agency.</i></p> <p><i>Ideally, these functions (radio network service and maintenance and dispatch service) should be provided by one agency. But radio network service should not become a distraction from making progress on the dispatch effort: leave integration with EPSCA by the roadside if it is going to cause problems to try to bring together the two functions.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>The City wants to be assured that technically, the new consolidated operation can work—a fatal flaw analysis should be completed as part of this phase.</i></p>

24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>Kirkland would rather see a consistent level of service provided across the board than multiple service levels. For example, in the E-Gov Alliance, many cities were able to almost completely unify their building code issues. It would be good to see that level of efficiency accomplished here as well.</i></p> <p><i>It may be easier to accomplish standardization of dispatch in the fire and EMS agencies than in police, since fire agencies ignore boundaries in order to provide the closest resource to the 9-1-1 caller.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>The ability to compare statistics across jurisdictions in real-time would be very beneficial.</i></p> <p><i>The City Fire department would like the records management function centralized sooner rather than later.</i></p> <p><i>The transition to quick dispatch protocol by fire / EMS agencies demonstrate they can agree on a consistent approach when there is an obvious mutual benefit.</i></p>
<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>Chiefs should be used to communicate with departmental employees. People need to be held accountable for communications issues.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>This project is not currently an issue for the City's unions. It will be if and when there is an impact on employees.</i></p>

28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p>---</p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Dave Ramsay, City Manager, will be the point person for Kirkland.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions—for example, Redmond Police—join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>Non-participants should be interviewed for their input.</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>Kirkland is in the middle of its very first biennial budget. Supporting funding in 2006 for the project will not be a “hard-sell” for the Kirkland Council.</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>Information will be needed by early Fall 2005 at the latest; August is preferable.</i></p>
<i>Other</i>	
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p><i>What if a major player steps out mid-stream in implementation: what is the contingency plan?</i></p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Medina**

Interview Date: **April 25, 2005**

Attendees: **Police Chief Jeff Chen**

Interviewed in 2004 for Initial Needs Assessment? **Yes**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>The ability to monitor a large adjacent geographic area and get real time information about events that may impact us is very important. For example, events may start in Seattle, Bellevue or Kirkland and end up on SR 520 in Medina's city limits. Given Medina's location, the police department deals regularly with five different public safety agencies.</i></p> <p><i>Regionalization of emergency management response overall is an important goal for Medina. As part of Medina's contract with City of Bellevue fire department, Medina has access to Bellevue's Emergency Operations Center. This initiative is an important piece of that objective.</i></p> <p><i>An ideal dispatch center would provide real-time information to all regional agencies. For example, Seattle Police's Chief Dispatcher will notify all Seattle Police units, in all radio zones, during high priority incidents. The currently disparate eastside dispatch centers do not lend themselves to providing region-wide information in real-time. An incident could be happening near the Clyde Hill / Bellevue / Kirkland border and, depending on which dispatch center is handling the call, field units from other agencies would have no knowledge of the call although they may be able to offer immediate assistance.</i></p> <p><i>The regional trunked radio system should facilitate communication among users, however a recent drill made it obvious that users do not understand how to effectively communicate across different organizations and the dispatch centers were not able to support the users needs.</i></p>

	<p><i>Medina and Clyde Hill officers use Nextel service to talk between agencies because the public safety radios do not allow the two organizations to directly communicate with one another on the same frequency.</i></p> <p><i>Use of plain English and common terminology is important to Medina. 10 codes and terminology should be standardized and have uniform meaning. Radio messages like "Help the officer", apparently mean different things to different dispatch centers which can lead to confusion and threaten the safety of officers.</i></p> <p><i>Medina police wants to know what is happening in the city and when a fire or EMS unit responds to a call in the City, the dispatch center is accountable for notifying the police. Although recently this situation has improved, with the current dispatch center configuration with Bellevue handling fire and EMS and Kirkland handling police, there have been times when Medina has not been notified.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>Our constituents have high expectations for the level of service and these expectations must be met. Calls for service will not be turned down by Medina police and the dispatch centers must be willing to get the calls for service to the officers and not dismiss certain callers to 9-1-1 because the type of call does not meet a certain criteria.</i></p> <p><i>Cost is a close second concern, particularly how we deal with sunk costs of dispatch related technology</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>Transition to the New World System being implemented by Kirkland is proving challenging at all levels and very time consuming. Medina has found it necessary to have a member of the police department team spend considerable time on the New World records management system.</i></p> <p><i>There are multiple, uncoordinated regional information sharing exercises underway right now: time consuming. Lack of perceived coordination is frustrating.</i></p>

4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>Council elections this Fall: four contested races.</i></p> <p><i>Discussions about implementing a community surveillance camera system.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>We would hope to be able to have a clear expression that our officers can understand, about the inter-operability benefits of regionalization.</i></p> <p><i>Interested in the unit closest to the call, no matter which jurisdiction, responding to the call.</i></p> <p><i>Medina desires voice radio communications between Clyde Hill, Bellevue, Kirkland and Seattle. These are Medina's neighboring jurisdictions. When a Medina officer enters SR520 headed west, the neighboring law enforcement agency is Seattle. Medina and Seattle officers should be able to talk with and listen to each other, either directly or supported by proactive patching at the dispatch centers.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>Choice of technology to purchase.</i></p> <p><i>How IT issues will be handled in detail (MDT/CAD/AVL)</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <ul style="list-style-type: none"> • <i>Inter-jurisdictional politics may be the biggest barrier.</i> • <i>Will the technology choice ultimately made be a good one? Can the process happen fast enough to avoid purchasing equipment that is outdated by the time it arrives?</i> • <i>How will the technology chosen interact with existing systems?</i>

8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project was and remains very important to Medina.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>It should be a joint agency, with shared power and representative governance. Medina will want a voice—but it doesn't need a voice as big as Bellevue or Kirkland: voice should relate to the size of the service population.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p>---</p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p>---</p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p>---</p>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>Customer service is a critical concept to include. The statement should be relatively short.</i></p>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>We need to have a critical mass of participants to proceed to the next phase.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The City could go either way on this issue: price tag will be the issue. The City expects to become a subscriber / customer.</i></p>

16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p>---</p>
	<i>Location</i>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>The Facility must be designed for its purpose, fortified against intruders and be seismically sound.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>Medina has an open mind about this option.</i></p>
	<i>Operating Issues</i>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Medina would like to use this as an opportunity to focus on the region and be less focused on hard city boundaries. This may be the opportunity to have dispatch areas which include multiple jurisdictions.</i></p> <p><i>Although Kirkland may find it convenient to request Medina officers to provide back-up support to Kirkland, because they share a common radio channel and dispatcher, it is not the most efficient use of resource since a Medina officer must drive through Bellevue to get to Kirkland and a Bellevue officer may be closer.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>The new operations must provide the same or better level of service or the City will not be able to participate, and will find another way to get the required level of service .</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p>

	<i>Five years, 2010.</i>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>EPSCA and the new agency should ideally be merged.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>City does not expect much detail in this area in this phase, but will want to be able to answer the question as to whether the service level in a new agency will in fact be higher than today's service level.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>An important aspect of level of service for Medina is for an officer to be able to quickly get a sense of what is going on in a much larger territory than the city limits, given the potential impacts from activity in adjacent jurisdictions. One idea to address this would be to replicate what Seattle does in dividing the entire city (in this case, the entire Eastside) into 4 (for example) precincts in which all officers in a precinct (which would cover multiple jurisdictions) know what is happening in their precinct—and, a central dispatcher oversees all 4 precincts and can quickly inform all 4 precincts of major events.</i></p> <p><i>Medina does want the flexibility to provide its citizens with a higher level of service than others may want. Medina understands this approach will likely cost more</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>Records requirements may vary substantially between jurisdictions.</i></p> <p><i>The City has thus far found the New World system to be relatively inflexible in terms of being able to manipulate records data to respond to city data</i></p>

	<p><i>queries.</i></p> <p><i>Records management is becoming increasingly important in law enforcement and flexibility and ease of access to records is important to Medina.</i></p>
<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>Given stress of current transition to New World, communications should reinforce the fact that it will be a long time before a new agency is implemented.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>The city has no police union or guild.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p><i>This is not a big issue for the city.</i></p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Chief Chen will be the point person for Medina.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It is a good idea, yet not imperative, for the consultants to interview non-participants and get their input.</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p>

	<i>City has an annual budget.</i>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>Budget related data should be firmed up by October; the City's budget process starts in August.</i></p>
	<i>Other</i>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p><i>Currently, our radios cannot access Bellevue EOC talk group—this is very problematic: major events do not respect jurisdictional limits.</i></p> <p><i>We should explore private grant possibilities as a source of funding for the new agency—perhaps even from Medina citizens.</i></p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Mercer Island**

Interview Date: April 25, 2005

Attendees: Rich Conrad, City Manager; Ron Elsoe, Public Safety Director; Ed Holmes, Police Operations Commander; Al Lacy, Police Services Commander; Leslie Burns, Police Sergeant; Walt Mauldin, Fire Commander

Interviewed in 2004 for Initial Needs Assessment? Yes

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>The transition to having Kirkland dispatch police and Bellevue dispatch fire and EMS has been so successful that it has reduced the level of concern regarding regionalized dispatch, increased confidence regarding the value of this effort. Strong direction from internal city leadership was critical in the success of this transition. The City is very happy with the service level it is getting from both Kirkland and Bellevue dispatch. Anticipated negative citizen reaction has simply not surfaced.</i></p> <p><i>The City's vision regarding regionalized dispatch has not changed since last year; the Kirkland and Bellevue experience validates the benefits of regionalization for Mercer Island: economies of scale increased service. The City remains strongly committed and supportive of this initiative. The City's dispatch future is however, now more in the hands of Bellevue and Kirkland and the option to stay as a stand-alone center is gone.</i></p> <p><i>One of the most important underlying values in the regionalization discussion is to help craft a future for dispatch where the City has some "destiny control."</i></p> <p><i>One of the pleasant surprises in the transition to Kirkland was the availability of regional grant funds to support the change—perhaps this will be available again in some way in a regional dispatch transition and Mercer Island strongly encourages the pursuit of external funding..</i></p>

2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>The City's position on the importance of effectiveness and efficiency has not changed. Regionally, City staff hears continued concerns that including more police agencies in a dispatch operation now serving mostly fire agencies may shift the dispatch focus more to the needs of police operations and this is a concern.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>Fire: Call volume, mutual aid, technical rescue, other capital needs for apparatus, facilities—perhaps these can be bundled with capital needs for regional dispatch? Role and relationship of King County Emergency Operations Center with Mercer Island is not as well defined as it needs to be.</i></p> <p><i>Police: Implementing the new Kirkland NewWorld CAD and RMS systems and working out how to support these systems, population growth and development on Mercer Island is increasing workload.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>For the City overall: I-90 transition, Sound Transit service, Luther Burbank Park Master Plan, 2005 City Council elections.</i></p> <p><i>For the fire Department: Near-term capital requirements for apparatus and facilities and the possibility of conflicting, competing or complimenting capital requirements for a consolidated dispatch center.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work?</p> <ul style="list-style-type: none"> • <i>Cost and level of service provided from a regional agency;</i> • <i>Governance model;</i> • <i>Staffing-- what do we do with our current employees?</i> • <i>What is the appropriate level of public involvement (when / how) regarding regionalizing dispatch.</i> • <i>If we move towards regionalization, what services—beyond basic dispatch, will be provided? RMS?</i> <p>What decisions do you hope to be able to make by the end of the year/early</p>

	<p>next year as a result of this work?</p> <ul style="list-style-type: none"> • <i>A decision to move forward (to be made AFTER November election)</i> • <i>Budget decisions for 2007-08 should be outlined.</i> • <i>What is the technology migration timeline for CAD/RMS and other current technologies?</i>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <ul style="list-style-type: none"> • <i>Technology choices will be deferred</i> • <i>Hard budget numbers will not be available this early</i> • <i>What grants could offset cost?</i> • <i>How to make the CAD system chosen communicate w/RMS systems, although interfaces to existing RMS is a key issue which must be thoroughly addressed and understood and will likely be a factor in the willingness of agencies to participate and continue to participate..</i> • <i>Funding for the project—source?</i> • <i>Funding phases and amounts. How much and when?</i>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <ul style="list-style-type: none"> • <i>Cost of the project: up front investment: how high a hurdle will this be?</i> • <i>We need to talk frankly about the choice of location for the operation, including frank discussion about the pros / cons of the Bellevue location.</i> • <i>Are we looking broadly enough at options? Could ValleyCom or King County provide back-up facility or other services in tandem with the Eastside Initiative?</i> • <i>Lack of participation from Redmond is a concern and may add complexity to the outcome which is not currently clear.</i> • <i>If EPSCA and the Communications Center are merged, will this require the table to get too big?</i> • <i>Should the Bellevue communications center build-out in its new City Hall be paused until next steps are clearer about future direction?</i>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project remains important but is no longer a focus of concern due to success with Kirkland and Bellevue dispatch: regionalization is clearly the right path and the City Council was told this when the decision was made for</i></p>

	<i>Mercer Island to contract its dispatch center operation..</i>
	<i>Governance and Finance</i>
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>Governance should be similar to EPSCA and / or ValleyCom—CEOs should be at the board, not politicians.</i></p> <p><i>ValleyCom’s Operations Board and other structures which allow law enforcement and fire groups to have unified, yet distinct, voices is very attractive and a key component. ValleyCom is used as a forum to improve coordination among its users.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>ValleyCom use of joint police-fire operations board is a good model on operating issues; helps them address non-dispatch as well as dispatch issues.</i></p> <p><i>Size of the table, number of partners and attendees will be a critical balance.</i></p> <p><i>How do new comers join, and at what cost? How do members leave, and at what cost?</i></p> <p><i>The Jail structure is an example of something which has become unwieldy.</i></p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>Eastside Narcotics Task Force has been a positive, long-term collaborative effort by many Eastside Police agencies: successful in part because it is very simple. Federal agencies have come and gone, and many (most) of the original members are still participants; The mechanics work well.</i></p> <p><i>Mercer Island Marine Patrol contracting agency relationship has also been positive: keys to success have included strong communications, annual customer meetings, service-oriented philosophy; relatively few jurisdictions involved</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p><i>The cities effort to place prisoners in Yakima has identified three significant</i></p>

	<p><i>pitfalls of large governance processes:</i></p> <ul style="list-style-type: none"> • <i>The Jail process has had too many players at the table</i> • <i>Involvement of elected officials politicized issues that should have remained simply operational matters</i> • <i>The Interlocal Agreement attempted to address too many issues—both King County and Yakima County matters in one agreement</i>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>This document should a broad statement of principles. It should be short and concise.</i></p> <p><i>It should reflect at least four core values:</i></p> <ul style="list-style-type: none"> • <i>Commitment to a high level of service for both internal customers (member agencies, staff) and external customers (the citizens and law enforcement, fire and EMS users)</i> • <i>Should seek equality amongst participants large and small.</i> • <i>Should seek equality amongst police and fire participants.</i> • <i>Not all decisions and criteria are based on population.</i> • <i>Efficiency.</i>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <ul style="list-style-type: none"> • <i>Completion/signing of the Joint Powers Agreement to fund this Phase.</i> • <i>Project timeline with general milestones.</i> • <i>Clarity on Bellevue decisions re: build out of new Communication Center in Bellevue City Hall, costs, and back-up center.</i>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The City of Mercer Island will prefer to be an owner in order to have “destiny control” over governance of the agency.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>It will be difficult to reach agreement on capital cost outlays and how they are</i></p>

	<p><i>allocated—the whole costing model. The model needs to be easily adjusted as new agencies may choose to join over time. Again, population is not the only formula which should be considered. e.g. What happens should Sammamish or Issaquah join later?</i></p> <p><i>Governance structure will be a key issue.</i></p>
	<p><i>Location</i></p>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>Attributes of a good location would include:</i></p> <ul style="list-style-type: none"> • <i>Central location</i> • <i>Stand-alone facility has better chance of governance</i> • <i>Good for placement of antennae</i> • <i>Earth-quake reinforced building</i> • <i>Assault-proof—like the King County communications center design</i> • <i>Room for expansion</i> • <i>Adequate parking for staff, governance board and back-up staff</i> • <i>Easy access to back-up facilities</i> • <i>Within the EPSCA 800 MHz microwave loop</i>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>Discussions with Bellevue about this option need to be very transparent and then the City of Mercer Island can be comfortable. Mercer Island will need monthly factual, rumor control on what is happening with the new City Hall project.</i></p> <p><i>Other location options should be thoroughly and objectively examined.</i></p>
	<p><i>Operating Issues</i></p>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Current operating model works well for fire, since fire agencies typically work together.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>Staffing of the agency should be declared to be a decision of the new operating board: it will be their choice as to who to hire to manage the operation.</i></p>

	<p><i>Choice of systems and costly it is to implement, to “buy down” those with existing systems will be a major issue</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>Depends on what Kirkland and Bellevue wants, and the impact on Kirkland’s and Bellevue’s current technology choices. Mercer Island will follow their leads.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>These functions should be merged, if possible.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>Stay high level, but expect a very technical, detailed level of work in these areas in this phase—ADCOMM’s level of expertise is what we are looking for, rather than creating a lot of inter-jurisdictional technical work teams.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>The ability to respond to varying levels of service demand is very important—but Mercer Island would not expect there to be a different level /protocol for every city / district. Perhaps 2 levels of service with different fees associated with each, will be enough.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>It is not clear what the value of a regional records management system is.</i></p>

	<p><i>Police: It would seem more practical to integrate police RMS if there were a truly paperless system available, which there is not yet. Police are reluctant to pursue regionalization of RMS—both for technology and training reasons.</i></p> <p><i>Fire: we are open to the idea of contracting with an entity to facilitate records management—it would have the benefit of facilitating cross-agency comparisons and would be a good piece of work to shift off of city staff.</i></p>
	<p>Communications Issues</p>
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire / EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>Updates must happen promptly, especially if the information might become public.</i></p> <p><i>Mercer Island is in the first year of a two year budget and does not intend to request a budget modification for this initiative.</i></p> <p><i>We have had some discussion with staff and will need to do more. It will be important to stress that this is a decision / change that will be occurring in the long-term: 2007 or 2008.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>Relationships are fairly good at this time.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p><i>There should be no surprises. There should be a pre-determined structure and format for disseminating / managing information within each jurisdiction.</i></p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Point person will likely be the City Manager, Rich Conrad.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions—particular Redmond—join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p>

	<p><i>The benefits of getting input from non-participants along the way is very significant: Those not participating should be given ongoing opportunity to provide input, in addition to providing tracking concerning the project's progress.</i></p>
	<p><i>2006 Budget Issues</i></p>
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>2006 will be the second year of the city's biennial budget; Mercer Island would not expect or want to send the Council a significant budget item for 2006 related to this project. If there is a small cost of proceeding in 2006, it can be handled.</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p>---</p>
	<p><i>Other</i></p>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p><i>Could the ValleyCom model work in East King County? Could the Eastside simply overlay the ValleyCom model? Why or why not? Perhaps the new Eastside center should merge with ValleyCom and share employees, hiring, training, administration, back-up facilities. Could ValleyCom's building plans and specifications be reused for the Eastside, saving the cost to develop new plans and specifications? There might be significant efficiencies.</i></p> <p><i>Mercer Island is extremely grateful to Kirkland for taking the lead on this project.</i></p> <p><i>The City would like to see a formal Emergency Operations Center as part of the new Zone 1 center, i.e., a satellite EOC that everyone can use and interoperate with the King County Emergency Operations Center in Renton.</i></p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **Northshore Fire District**

Interview Date: **April 28, 2005**

Attendees: **Chief Robert Peterson, Deputy Chief Tom Weathers (via email)**

Interviewed in 2004 for Initial Needs Assessment? **No**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>Optimally, a new regional dispatch agency would look like ValleyCom: it would be a stand-alone agency, with separate dispatch groups for fire and police. Dispatchers would be highly trained in their respective disciplines. The operations board would have real impact on decision-making.</i></p> <p><i>Service levels received would be higher than that which the District now receives from Bellevue. New technology implementation would be better managed than the recent experience in implementing Tri-Tech Version 1—that occurred with inadequate testing or training of staff and was a serious problem for the District.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>Achieving greater effectiveness and efficiency are key goals for the District in this effort.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>The District is concerned that Bellevue is not adequately using all its resources in serving its fire customers.</i></p>

4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>There are no unusual challenges, simply the recurring election cycle and ongoing budget concerns. The regional dispatch project is a high priority for the District.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>The District hopes to have a general idea of the cost of implementing the project at the end of this phase of work.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>Do not expect to know whether Snohomish County will be part of this new dispatch center, although it would be nice if they were interested.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>Cost is perhaps the greatest potential barrier to this project: will the project be affordable?</i></p>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project has become more important to the District in the last year. The District strongly desires to see an improvement in the level of dispatch services. If this current effort were not underway, the District would be working with others in the North part of the County to try to find other means to improve dispatch service.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>A new regional dispatch agency should be managed by a joint board which would hire a professional dispatch manager. That manager would operate independently of any member jurisdiction.</i></p>

10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p>---</p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>The District doesn't have much experience in this area to which to refer.</i></p> <p><i>We did participate in the ALS governance model with the transference of Evergreen's Medic 1 program to a fire based delivery system. Through this process we learned the value of staying on track and communicating as effectively and honestly as possible. We also learned, as so eloquently stated by the Stones, you can't always get what you want.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p>---</p>
13	<p>When you read or hear the phrase "Statement of Operating Values and Principles" what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>Some of the key values that the District would want to see included are:</i></p> <ul style="list-style-type: none"> • <i>Ensuring a balance of power between the partners at the table</i> • <i>Both owners and subscribers should be treated like valued customers.</i> • <i>The true customers of the agency are the public</i>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>Understanding the cost and governance structure.</i></p> <p><i>Keeping the project moving and not allowing it to stall.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The District would rather be an owner, but it depends on the cost of doing so.</i></p>

16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>One challenge will be linking up the budget cycles of the various participants, some of whom are on biennial budgets, some of whom are on annual budgets.</i></p>
<i>Location</i>	
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>A central location is optimal.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>The District is not enthusiastic about the idea of the new dispatch agency being located in the new Bellevue City Hall: it will be too much like the status quo.</i></p>
<i>Operating Issues</i>	
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>The relationship with Lake Forest Park Police (as they are dispatched by the City of Bothell PD) and its role needs to be fully explored and understood.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>The cost of participating could be a deal killer for the District, but the District is willing to pay more for better service and control.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>As soon as feasible, but getting it right is more important than getting it fast</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the</p>

	<p>owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>EPSCA should remain separate, but have a good working relationship with the dispatch center. This is philosophically important.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>Organizational detail – thorough. Functional detail – by committee.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>It is always nice to get what you want, but refer back to the Stones. It may be more practical for trying to hit as many commonalities as possible and then trying to develop options for the services for the one or few that were omitted.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>This is probably more of a police issue. It is not a priority with us at this time.</i></p>
<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>Regular updates are provided in meetings and e-mail, but little personal attachment is held by our members</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>Positive relationships with only a mutual concern of improving this service</i></p>

28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p><i>So far, so good</i></p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Issues of significant financial obligation must be approved by the Board. Chief Peterson or Deputy Chief Weathers has the authority for matters pertaining to procedure. E-mail works fine.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions—for example, Redmond Police—join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>If there are interested parties, invite them with the understanding they are arriving at a point where some decisions have already been accomplished</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>It is always better to know more than less. Round figures are fine, but any large expenses should be identified, if possible, as soon as possible</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>October 2005 should have something, at least for a placeholder.</i></p>
<i>Other</i>	
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p><i>Anything you can do to keep the energy going will be good. I would expect that from time to time, strong facilitation skills will be required.</i></p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **City of Redmond**

Interview Date: **May 16, 2005**

Attendees: **Rosemarie Ives, Mayor; Jane Christenson, Assistant to the Mayor; Lenda Crawford, Finance Director; Tim Fuller, Fire Chief; Mark Hagreen, Police Support Services Commander; Andy Hail, Deputy Fire Chief; Steve Harris, Police Chief; Linda Hermanson, Information Services Manager**

Interviewed in 2004 for Initial Needs Assessment? **No**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>Ideally, a new regional dispatch center would be efficient and effective and have adjacent emergency operating center capacity, capable of handling major emergency events. It would be an independent agency, not simply a contract arrangement. There would be adequate back-up facilities. It would allow for interoperability of all adjacent public safety agencies / communities.</i></p> <p><i>That said, there are several caveats for the City's participation in this effort. First, the City is participating only with respect to the Fire Department, not the Police Department. The City is currently looking at developing an in-city dispatch center alternative to address police and fire / EMS. (Police currently dispatch sub-regionally, serving Duvall and Carnation).</i></p> <p><i>Second, the City is not vested in any of the recommendations or conclusions from the Initial Needs Assessment for this project and is very concerned about the following items in the Initial Needs Assessment:</i></p> <ul style="list-style-type: none"> • <i>The assumption of ESPCA powers by a new regional entity. The current phase seems to assume this transition and this issue has never been discussed at the EPSCA board.</i> • <i>The assumption that the facility is in the city of Bellevue new city hall: the City is opposed to this outcome because of cost, control, and other factors. If this is an assumed outcome, the City will not participate. There needs to be a thorough investigation of other location options.</i>

	<ul style="list-style-type: none"> • <i>The mention in the initial report that Kirkland would be compensated for its stranded costs in developing a new dispatch center elsewhere: if only Kirkland is getting compensated, the City will not continue to participate.</i> • <i>The idea that the management board would exclude elected officials is a deal-killer for Redmond. Redmond's form of government, with an elected mayor as the City's chief executive, should not preclude Redmond from participating.</i> <p><i>The City has a tradition of investing in its technology systems, and shouldn't be criticized or excluded for doing so. The City has a cutting edge police dispatch center, and doesn't want to be held back by regionalization.</i></p> <p><i>There may not be an ideal regionalized dispatch center. One size may not fit all. In a major earthquake, the region may regret having no backup dispatch location. Also, note that King County is going to allow city officers to talk car-to-car with County Sheriff officers. This is a big interoperability improvement that makes it far less pressing to regionalize police dispatch.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>See above: efficiency and effectiveness are important considerations.</i></p> <p><i>Redmond is very interested in having a greater say in how things are run than is available today with the dispatch center operation managed by Bellevue police.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>There are several major information sharing initiatives underway in the Police Department, including RAIN (Regional Automated Information Network), LInX (Law Enforcement Information Exchange), COP-Link, etc. The Department has a lot on its plate as a result. More importantly, these initiatives reduce the need to regionalize police dispatch. In terms of interoperability, the Department is close to where it wants to be.</i></p> <p><i>The Fire Department also has a lot of data sharing projects ongoing, routinely participates in closest company dispatch protocols and mutual aid, and is concerned about the costs of new technologies.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p>

	<p><i>The City is developing a long-term financial strategic plan, a long-term transportation plan, and various system improvements and is involved in the construction of a new city hall with resultant consolidation of seven current city office locations. Generally, the city is facing the usual challenges of a growing community.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>The City hopes this study will provide quantifiable metrics to measure benefits of proceeding with this effort. Will the cost to the City of fire dispatch be reduced as a result of regionalization? Will the dispatch call transfer time delays be reduced?</i></p> <p><i>Redmond police dispatch currently answers all 9-1-1 calls which originate in the area it serves. After being answered and screened in Redmond, calls for fire and EMS service are forwarded to Bellevue dispatch for processing. Redmond pays Bellevue approximately \$800,000 on a biennial basis for handling its fire calls and is very interested in reducing the time it takes to provide service to its callers. Handling the calls twice – once by Redmond and then by Bellevue – adds time to the processing and is an area where Redmond would like to have improvement, especially given the increasing shift to EMS vs. fire calls.</i></p> <p><i>Governance issues should be resolved by year's end.</i></p> <p><i>The facility location should be resolved.</i></p> <p><i>There should be preliminary cost estimates for the alternatives under study.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>Choice of technology will not be made this year. The amount of any reimbursement for stranded technologies will not be determined. Data mining issues will be unresolved. Long-term budget issues will be unresolved.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p>

	<p><i>What are the near-term costs?</i></p> <p><i>The City is concerned that this regional effort will take resources away from other internal technology efforts in Redmond. It needs to be clearly demonstrated to the City what is the benefit of participating in this regional effort.</i></p>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>Last year, the police chiefs didn't want to participate. The City wanted to observe the effort from a distance. Now, the City has an interest in terms of Fire-EMS and the timing is good, given the City's internal look at consolidating police and fire-EMS dispatch to a Redmond stand-alone operation.</i></p>
<p><i>Governance and Finance</i></p>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>Last year's EPSCA dispute concerning application for a federal grant was troubling, but the example demonstrated how the EPSCA governance and structure works. There is something powerful about having veto power and the ability to say "no" to a decision. Certain issues should require unanimity.</i></p> <p><i>Another thing this incident illustrated is the importance of clarity about mission and purpose: this is critical. Also, there need to be checks and balances to ensure the minority voices can be heard and not financially encumbered without their explicit agreement.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>Dispatchers must really know and be connected to the community they serve. Dispatchers must have a connection to the City. For example, that is why Duvall and Carnation chose to become Redmond dispatch customers: these cities share with Redmond a philosophy of police service that called for more than they were receiving from the Sheriff. Redmond made clear it would not provide these cities services at levels different from the City's own dispatch service level. The volume of calls from Duvall and Carnation is much greater than was originally forecasted. Redmond attributes this to the way King County handled and prioritized calls for service. The City is trying to maintain quality of life and doesn't want to be involved in something that reduces the quality of life for City residents.</i></p>
11	<p>Have you ever worked through a governance development process that you</p>

	<p>thought was particularly successful? If so, what about it worked well and why?</p> <p><i>The transition of ALS (Advanced Life Support emergency medical service) from Evergreen Hospital to Redmond Fire worked well. Redmond showed it can work collaboratively with its partners and not bully them to cooperate. Overall, it was a positive partnership experience.</i></p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p>--</p>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>This document is very important. It must be very clear.</i></p> <p><i>The EPSCA experience may be a useful model. It has worked well for 13 years.</i></p>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>What is the critical mass required to proceed?</i></p> <p><i>What does momentum look like and how much influence do various participants have on the outcome?</i></p> <p><i>Perhaps the group should drop the Bellevue location off the list, given the number of participants expressing questions and concerns about that location.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The City doesn't yet have enough information to make this choice and wants to reserve the right to decide.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p>

	<p><i>Among the difficult issues will be:</i></p> <ul style="list-style-type: none"> • <i>Governance structure</i> • <i>Cost vs. benefit</i> • <i>Clearly identifying risk and technology trade-offs</i> • <i>Reimbursement of participants sunk investments</i> • <i>How capital expense will be funded</i> • <i>Location</i> • <i>Budget alignment as between the participants so that decisions can be funded</i> • <i>Parallel levy and funding concerns: EMS levy and AFIS levy renewals upcoming</i> • <i>Financial model to support the center, and ensuring it is equitable</i>
	<p><i>Location</i></p>
<p>17</p>	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>Redmond is not seeking to place its new city hall in the mix as a competing location choice for a new regional dispatch center.</i></p> <p><i>The choice of location may determine a lot of operational authority.</i></p> <p><i>It is important to consider where dispatchers live. Will they have to travel long distances to reach the job?</i></p> <p><i>The new center should not be in a downtown where it could be a target for terrorist activity. Co-location with other target functions also increases risk.</i></p> <p><i>What is the safest location in a major regional disaster? This is the most important consideration and it may be wise to have a backup center in the region in the event of a major emergency.</i></p> <p><i>Location choice and set-up must support interoperability.</i></p>
<p>18</p>	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>This is a deal-killer from the City's perspective. Redmond is skeptical that any data that can convince Redmond that Bellevue City Hall makes sense as a location. Near-term costs may be shaved by Bellevue to make it appear economical, but in the long-term costs would go way up and the group would be stuck.</i></p> <p><i>The perception will be that operational control resides with Bellevue if the facility is located in Bellevue City Hall. Bellevue has never let go of control of any significant function—nothing leaves the city limits.</i></p>

	<p><i>The fact that Bellevue is so far down the line on the new city hall location raises the issue of why? How serious is Bellevue about looking at other options? At a minimum, if the location is in another jurisdiction's facility, it would need to be operated like leased space, completely separate from the host-jurisdiction.</i></p>
	<p><i>Operating Issues</i></p>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Important ancillary services provided by Redmond Police Dispatch will not be picked up in a regional dispatch center. Cities who participate will have to determine how to continue to provide those ancillary services.</i></p> <p><i>For example, how will internal operations and other functions (e.g. monitoring jail, warrant checks, utility alarms, non-emergency calls) currently handled by individual dispatch centers be maintained 24-7 after regionalization?</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>See introductory remarks at Question 1.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>Practically speaking, a new center will not be up and running before the end of the life-span of dispatch technologies used in the current dispatch centers to be regionalized.</i></p> <p><i>Locating the facility somewhere other than the Bellevue City Hall means a five-year minimum timeline to start-up, probably more.</i></p> <p><i>Regionalization of dispatch could be rolled-out in phases.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p>

	<p><i>This issue needs to come before the EPSCA board.</i></p> <p><i>Clarity of mission in the new entity is critically important.</i></p> <p><i>Define what business would be done by the organization, should EPSCA assume additional responsibilities.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>This detailed level of work will not be completed in this phase. The group will need to build a new dispatch system model for the participants, not simply adapt existing systems.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>Level of service needs change over time. For example, mail theft is now an important crime which often leads to many other crimes and must be investigated quickly. The City of Redmond will want to be able to have its quality of life needs met by whatever technology and protocols are used. The City is concerned that it may be difficult to fairly price differential service levels.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>Redmond Fire would want to keep an open mind about regionalizing records: the information that would be available from such a service would be very useful. It will be important to define this option clearly in order to be able to analyze the desirability of moving in this direction.</i></p> <p><i>Regionalizing records management may make the sub-region more competitive in the effort to secure federal grants.</i></p> <p><i>The work underway with law enforcement middle-ware is helping to solve the problem of disparate records systems and shows promise for ongoing enhancement.</i></p>

<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>Fire department personnel should know that the City is participating in this effort.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>City administration and fire management staff communicate with employees regarding this project as appropriate and there have been no concerns expressed.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p><i>Discussions need to happen with all of the parties to shape both the content and the timing of communications.</i></p> <p><i>The process must be respectful of different paths that jurisdictions may take, and not make a point one way or the other concerning involvement of a specific participant.</i></p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Mayor Ives will represent the City as point person on this project.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>If the choice is made to talk to non-participating jurisdictions, the group must be very respectful of their choice not to participate. Do not put undue pressure on other cities to participate.</i></p> <p><i>It is advisable to keep the King County Sheriff Office informed.</i></p>

	<i>2006 Budget Issues</i>
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>The City has already completed its biennial budget for 2005-06 so no additional funding would be available until 2007 .</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>It is not possible to add any items to the City's 2006 budget.</i></p>
	<i>Other</i>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p><i>The City would like Bellevue dispatch to be more responsive, more of a partner. Since the region is moving in this direction, and since dispatch is an important service, the City will be at the table.</i></p> <p><i>Given the growing, aging population, the City anticipates an increase in the 911 call-load over time, particularly for Medic-1 calls. This may mean there is a lesser benefit to Fire-ALS in participating in regionalized dispatch, given the time delay concerns noted earlier in question 5.</i></p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: Shoreline Fire District

Interview Date: **April 28, 2005**

Attendees: **Chief Marcus Kragness**

Interviewed in 2004 for Initial Needs Assessment? **No**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>Ideally, a new agency would have one board and two operating divisions, one for police, one for fire. Fire and Police dispatch should be seen as separate and distinct. The CAD system serving each does not necessarily need to be the same.</i></p> <p><i>A clear separation between police and fire is important because of the fear that police territories and needs will slow down the process of regionalization: perhaps the fire dispatch regionalization needs to occur first so that Fire is not slowed down by the police side.</i></p> <p><i>Fire is willing to move forward at a different rate than police, if it will allow police to better address its unique requirements and needs. For some time Zone 1 fire has operated as a unit and it is natural to continue that approach with this project.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>Efficiency and effectiveness key goals for the District. Also, the District wants more input and control concerning how dispatch is operated.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p>

	<p><i>The District is concerned about the responsiveness of Bellevue dispatch. This is a long-standing concern. Service is average to good: it could be great.</i></p> <p><i>A regional dispatch center, with fresh leadership accountable to the regional organization, would make a difference and improve Shoreline's service from the dispatch center.</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>Other issues the District is facing include the upcoming levy lid election and the 2007 renewal of the Advance Life Support Levy. This regional dispatch initiative is also a high priority.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>The District would hope to have a rough scope of the cost per jurisdiction to participate – even just a range. Also, the District will want to know the cost of continuing the project to the next phase (into 2006).</i></p> <p><i>Finally, the District will want a good idea of what the governance structure will look like.</i></p>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p><i>The group should not be making technology systems choices at this time. It is not even clear that the location needs to be determined this year. The details of operations policy also should come later.</i></p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p> <p><i>One concern the District has is the degree to which police departments will influence how a new regional dispatch agency operates.</i></p> <p><i>Another concern is cost.</i></p> <p><i>The need to improve mutual aid response and cooperation over the Snohomish County border to the north is also a concern.</i></p>

	<p><i>If this project is not successful, Snohomish County may be an option, which the District is willing to pursue.</i></p>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>This project has become more important in the last year, because it seems to be moving ahead and have momentum. It is very important to the District to secure positive change in dispatch: this is the route. If this initiative weren't underway, the District would be working on its own to do so.</i></p> <p><i>The recent experience transition of the Medic 1 program from Evergreen Hospital to Redmond and Shoreline provides a background that change is possible and can happen fairly quickly, given proper motivation and leadership.</i></p>
<p>Governance and Finance</p>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>There should be a joint board of equal partners at the table, responsible for hiring the professional manager for the agency. That manager should be independent of any participating jurisdiction.</i></p> <p><i>There should also be separate operating committees for police and fire, with a common administrative structure for the agency overall.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p>---</p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p><i>The Transfer of the Medic 1 units from Evergreen Hospital to Redmond and Shoreline was instructive: it resulted in two different governance models (Redmond is using an operating board; Shoreline has an advisory board).</i></p> <p><i>Being an owner carries financial risk and burden: how that is managed vis a vis customers is an important issue.</i></p> <p><i>When Bellevue dispatch added Eastside Fire and Rescue and other agencies formerly dispatched by District 10, the Bellevue dispatch center management made the decision to reduce the amount of user fees charged</i></p>

	<p>to its customers. This decision was made without consulting with the users, who did not accept the reduced fees and instead decided to use the additional funding to provide higher service levels to fire users. This is an example of where decisions were made by Bellevue dispatch without first consulting with Bellevue's customers.</p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p><i>The District wants real input into operating decisions. It feels as though the advice and requests of customers is often ignored by Bellevue dispatch.</i></p>
13	<p>When you read or hear the phrase "Statement of Operating Values and Principles" what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>The Statement should incorporate the following concepts:</i></p> <ul style="list-style-type: none"> • <i>Be treated like a valued Nordstrom customer, who is also a Nordstrom shareowner. It is possible to be both a customer and an owner.</i> • <i>Effectiveness and efficiency</i> • <i>Needs of police and fire are different and this must be recognized</i> • <i>Labor concerns must be addressed early on, for example, by promising that the merger means no one will lose their job (see Medic 1 transfer from Evergreen for a good example of how that was handled).</i>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>Cost and governance structure should be clarified.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The District would prefer to be an owner.</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Equity in governance and financial responsibility will be difficult to secure.</i></p> <p><i>There should be a different basis for charging than is currently used: double</i></p>

	<i>charging for calls occurs frequently (when incidents have multiple responses across multiple ALS, Fire and Police jurisdictions)</i>
	<i>Location</i>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>The location selected should be cost effective. It doesn't need to be close-in to the Eastside.</i></p> <p><i>It is most important to get the governance right.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>The District is not concerned about the City hosting the dispatch center if it is cost effective and governance concerns are addressed. However, the group should look seriously at other options and make sure the participants know what other choices are available.</i></p>
	<i>Operating Issues</i>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <ul style="list-style-type: none"> • <i>CAD that works for both police and fire will be difficult to acquire. For example, it must have dynamic routing for fire.</i> • <i>There should be a common RMS system implemented. Zone 1 Fire Agencies currently employ 3 different systems: it could be difficult to unify records, however.</i> • <i>Timing of implementation will be a significant challenge given the different budgets and technology investments of the various participants.</i> • <i>Information Technology staff should not drive the decisions.</i>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>If governance remained as it is currently—with a single lead agency—that would be a deal killer for the District.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p>

	<p><i>The District would like to see a new agency operating next month if it could happen that fast with the governance characteristics the District wants. Sooner is better. Hopefully, we will see implementation in 2007-08. As soon as practical is the best date.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>These two functions should be merged. Perhaps EPSCA could be a third division (fire and police being the first two) of the new agency, all governed by a single board. This idea needs to be further explored with EPSCA to understand the implications of making a merger.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>Operational details will be worked out in future years.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>The District sees the service level as more of a policy issue than a cost issue.</i></p> <p><i>For example, Zone 1 has just agreed upon a single protocol that they use, developed by member agencies. It involves a move to more “plain English” in dispatch. Also, fire agencies often have more uniformity, because they work together so frequently.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>RMS function should be provided by the new regional dispatch agency. It would be good for Zone 1 fire agencies to all use the same RMS program, rather than three different programs; RMS should be linked to CAD.</i></p> <p><i>As a zone, the fire agencies could benefit from sharing other technologies—such as the software that helps identify the optimal location for additional fire</i></p>

	<i>stations and other resources, given characteristics of the service area.</i>
	<i>Communications Issues</i>
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>The Chief has been talking to officers and senior management about the initiative.</i></p> <p><i>It will be really important to keep staff in the loop as the project proceeds.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>The unions and staff would like the dispatch system to operate safely for both responders and the public.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p>---</p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Chief Kragness will be the point person for the District.</i></p>
30	<p>How critical is it, in your view, that additional jurisdictions—for example, Redmond Police—join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It is not too critical that others join at this phase. It would be beneficial to get input from other non-participants. It would be helpful if all police and fire agencies in an area shared a single dispatch center rather than multiple centers.</i></p> <p><i>Whatever happens with others joining the consolidation study, Shoreline intends to shape the outcome.</i></p> <p><i>It would be beneficial to work more closely with the King County Sheriffs' dispatch center, and the Sheriff, since Shoreline receives police service under contract from the Sheriff.</i></p>

	<i>2006 Budget Issues</i>
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>The District would need 2006 budget needs information by August. The budget is submitted to the District Board in September.</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>(See above).</i></p>
	<i>Other</i>
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p>---</p>

Eastside Regional Public Safety Communications Initiative
Phase II Study: 2005

Management Team Interviews

Jurisdiction: **Woodinville Fire and Life Safety District**

Interview Date: **May 10, 2005**

Attendees: **Acting Chief Bud Backer, Joel Kuhnhen, Bob Whipple**

Interviewed in 2004 for Initial Needs Assessment? **Yes**

#	Question
	<i>Overall Vision, Goals, Issues for Project & for Jurisdiction</i>
1	<p>Have you had an opportunity to review the interview from last Spring? If so, has anything changed? In particular, has anything changed regarding (A) your vision of the ideal center and (B) what is most important to you about that vision?</p> <p><i>The District's vision for this agency includes a separation of police and fire dispatchers, with dedicated staff trained in the specifics of each function.</i></p> <p><i>In the new agency, ideally, decisions will not be made based on vanity or a desire for control: there will be minimal turf wars.</i></p> <p><i>The location should not be in a downtown metropolitan area because of security and accessibility issues, and the co-location with other target hazards.</i></p> <p><i>Ideally, the new agency would be governed by a joint board, with a manager reporting to that board. No one would feel left out of decision-making.</i></p>
2	<p>Last year, the group was fairly unanimous about the over-arching goals and opportunities represented by this initiative as achieving both greater effectiveness and efficiency in public safety dispatch functions. Would you say that is still true? Are there other key motivations or goals you would note?</p> <p><i>For the District, money is the bottom line, as is a meaningful voice in decision-making. The new agency must have a better ability to meet the needs of fire, independent of the needs of police. Also, ideally there would be an increase in service levels.</i></p> <p><i>Other issues to consider would be whether the new agency could be operated in a way to allow dispatchers to monitor tactical frequencies—there</i></p>

	<p><i>are too few dispatchers in Bellevue to do this currently. This type of function might be a place for firefighters who would otherwise be out on disability for regular fire and EMS duties, but could provide support to the dispatch center.</i></p>
3	<p>Related to your current public safety/Fire-EMS operations, what are your current major challenges?</p> <p><i>Current challenges for the District include:</i></p> <ul style="list-style-type: none"> • <i>Accreditation process underway</i> • <i>Building a regional training center with Kirkland and Redmond</i> • <i>Station location response program: looking at using this software</i> <p><i>In terms of event response, jurisdictional boundaries are dissolving.</i></p> <p><i>Is the planning of a new regional dispatch center an opportunity to also develop an Emergency Operations Center (EOC) to serve all of the dispatch center users?</i></p>
4	<p>Not necessarily related to the communications center initiative, what are the current major issues of concern for your jurisdiction, for this year and next?</p> <p><i>The Fire Chief just retired; Bud Backer is serving as Acting Chief, recruiting and selection of the new chief will require focus by the senior management team.</i></p>
5	<p>What are the key questions you hope to see answered in this phase of the work? What decisions do you hope to be able to make by the end of the year/early next year as a result of this work?</p> <p><i>Questions the District hopes will be answered include:</i></p> <ul style="list-style-type: none"> • <i>How will the District's voice be heard and weighed in the new governance structure?</i> • <i>What, roughly, will the new operation cost, by phases and overall?</i> • <i>How far will the business plan point participants in terms of facility development and finance?</i>
6	<p>What decisions do you think will NOT be made this year or shortly following completion of this work effort? That is, what will be held for later months or years?</p> <p>--</p>
7	<p>What are the biggest questions in your mind about this project and whether it can be successful? Said another way, what are you most concerned about as potential barriers to success?</p>

	<p><i>Among the barriers the District is concerned about are:</i></p> <ul style="list-style-type: none"> • <i>Individual egos and political agendas preventing agreement</i> • <i>Overcoming the perception that running a smaller center is less expensive to develop, operate and retain current technology than participating in a regional center</i> • <i>Finding a governance model that everyone is comfortable with—it may be easier to find consensus at the operational level than at the political level. Participants want to be heard during the entire process.</i>
8	<p>Since last year, has this project become more important to your jurisdiction? Less important? Or about the same? If changed, why?</p> <p><i>The project remains of high importance to the District.</i></p>
<i>Governance and Finance</i>	
9	<p>How do you think a new regionalized dispatch center should be governed?</p> <p><i>The new agency should have a joint board with a professional manager reporting to the Board, hired by the Board. In this, it would be similar to the way ValleyCom is set up.</i></p> <p><i>The joint board would set policy. The manager would work on the communication process, ensuring concerns from all clients and members are heard, processed, tracked and responded to.</i></p> <p><i>WFLS wants to clearly define the process for users (firefighters) to raise an issue and understand its status and disposition until it is resolved.</i></p>
10	<p>Is there a model of a regionalized dispatch center that you know of and particularly like or dislike? What about that model do you find particularly interesting / problematic?</p> <p><i>The District doesn't know of many other models, but would like to look at some.</i></p>
11	<p>Have you ever worked through a governance development process that you thought was particularly successful? If so, what about it worked well and why?</p> <p>---</p>
12	<p>On the flip side, anything you would want to avoid given your experience with such processes?</p> <p><i>One challenge the District has encountered is the disconnect between group decisions and individual funding capacity in support of those decisions. This has been a problem in the effort to build a joint training facility with Kirkland</i></p>

	<p><i>and Redmond. When one participant is unable to fund an improvement or change, there is not a practical way to work through the problem.</i></p> <p><i>There should be some sort of “appeals board” or dispute resolution process built into the governance model.</i></p>
13	<p>When you read or hear the phrase “Statement of Operating Values and Principles” what do you think of? What types of concepts would it include? How detailed do you think it should be?</p> <p><i>Among the principles the District would like to see included are:</i></p> <ul style="list-style-type: none"> • <i>Equity</i> • <i>Meaningful opportunities for input</i> • <i>Honesty</i> • <i>Treating people well</i> • <i>Delivering the service to the customers that the customers want</i> • <i>Knowing who the customer is: both the departments / districts, the political bodies, and the people calling 9-1-1</i> • <i>Do the right things for the right reasons</i> • <i>Allow reasonable discretion and authority to make decisions in the field to benefit customers.</i> • <i>Exceed customer expectations</i> • <i>Market success to the public</i>
14	<p>Are there any near term decisions that are particularly critical to you, in terms of being able to continue to support the project?</p> <p><i>One critical near term decision is the commitment of the partners to fund the current phase of work.</i></p>
15	<p>Do you have a clear idea at this point as to whether your jurisdiction would like to be an <u>owner</u> of the new entity owning / operating the communications center? Or would you rather be a <u>subscriber / customer</u>? Or is that an open question for you at this time?</p> <p><i>The District would prefer to be an owner—when that term is defined as meaning persons paying to participate in the project now. Current players should be rewarded with lower fees and a greater voice in the agency—that is, there should be some sort of long-term “founders benefit.”</i></p>
16	<p>What, if any, <u>governance / finance issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>Two difficult issues will be: (1) How much benefit will be given to those</i></p>

	<i>launching this project? (2) How will costs be allocated?</i>
	<i>Location</i>
17	<p>Where do you think the new dispatch center should be located? What are the attributes of a good location for the center?</p> <p><i>Optimally, the dispatch center would not be located in an urban metropolitan area, since this makes it more vulnerable to terrorism and interruptions in service which are not directly attributable to the dispatch center operation.</i></p> <p><i>The regional dispatch center should be in a safe area, with connectivity to the systems of its customers.</i></p> <p><i>If a regional Emergency Operations Center (EOC) is located in the center, it should be centrally located. Ideally, a regional EOC would be located in the new facility, serving needs of all member jurisdictions.</i></p> <p><i>Topographically, the center should be at a high elevation, to facilitate a simple microwave network.</i></p>
18	<p>What do you think about the option that the center could be located in the new Bellevue City Hall?</p> <p><i>The District is concerned that the City Hall site makes the center a potential “soft target” hazard.</i></p> <p><i>There is also a problematic perception that Bellevue will have greater control over the facility simply because the facility is located in a Bellevue-owned building.</i></p> <p><i>Use of any government-owned building may lead to conflicts and complexity concerning actual costs control, and future planning.</i></p> <p><i>Ultimately, cost is the bottom line. Perhaps the Bellevue location is a near-term solution and long-term, the group moves to a stand-alone facility.</i></p> <p><i>The District is concerned that Redmond may pull out of the group if the regional dispatch center is located in Bellevue City Hall – and vice versa.</i></p>
	<i>Operating Issues</i>
19	<p>What, if any, <u>operating issue(s)</u> do you expect will be most difficult to reach agreement on with the currently participating jurisdictions? Are there points on which you expect it will be relatively easy to reach agreement?</p> <p><i>One difficult but important issue from the District’s perspective is how separate are police and fire dispatch functions. The District would prefer that</i></p>

	<p><i>there be CAD systems that meet the particular needs of each service—even if this means different CAD systems are employed.</i></p> <p><i>The District perceives that in the current organization, fire needs are often held up while waiting for police issues to be resolved.</i></p>
20	<p>Are there any key decision points about the initiative that are “deal killers” from your perspective (i.e., choices that you must or will insist on in order to participate), such as location, or equal voting, or choice of technology?</p> <p><i>The District “will know a deal killer when we see it.” The District is prepared to listen openly to all ideas.</i></p>
21	<p>Ideally, when would you like to see a new regional communications center operating? Practically speaking, what do you think is the most likely year for start-up, assuming this phase goes well?</p> <p><i>If it can be demonstrated that money will be saved, then implementation should occur quickly. Practically speaking, it is hard to imagine the new operation will be implemented before 2008.</i></p>
22	<p>In the initial needs assessment, some participants expressed interest in merging EPSCA (Eastside Public Safety Communications Agency) – the owner and operator of a portion of the King County regional radio system – with the new communications center entity. What do you think about that idea? Is that somewhat important, very important, or not important to you?</p> <p><i>The District does not view merger of the radio network operation and maintenance / 800MHz function as a top priority, because many of the new participants are not EPSCA clients, thus, a lot of other contractual changes would be required to facilitate a merger and that may be very difficult to accomplish.</i></p> <p><i>Also, some now served by King County’s 800 MHz radio system may not want to pursue this type of merger of function.</i></p>
23	<p>What are your expectations for the level of detail through which the parties will work in this phase of the project to reach agreement on the level of services to be provided?</p> <p><i>Detail of services practices will not be worked through in this phase.</i></p>
24	<p>In the initial needs assessment, there seemed to be a general assumption by many participants that a consolidated dispatch center should be able to respond to varying service level demands of different jurisdictions (i.e., respond to some types of calls in some cities, but not in others). What are</p>

	<p>your thoughts on this issue, and in particular, how do you frame the trade-off between customized service delivery, cost and efficiency in service delivery?</p> <p><i>Changes in technology can easily allow this; protocols simply need to be integrated into the systems.</i></p>
25	<p>The issue of whether public safety records should be regionalized in some capacity is a significant operational issue for the project. What thoughts / preferences do you have on this subject?</p> <p><i>Ultimately, fire RMS should be regionalized. The District would like to see fire RMS provided by the new agency, depending on how it is set up. If Zone 1 agencies operated fewer different RMS software programs than they do currently, it would probably reduce CAD costs. If a regional dispatch agency could meet one state reporting requirement but provide access to all records of participants on a real-time basis, it would be a powerful information tool.</i></p>
<i>Communications Issues</i>	
26	<p>How important is it to communicate on an ongoing basis to your public safety / fire/EMS employees (in addition to those in a dispatch operation, if any)? Have you begun this process? What format / media are you using?</p> <p><i>The District has not yet posted the informational Q & A forwarded last week by Kirkland. Staff has been told about the study, that it will not be implemented until 2008 at the earliest, and that no decisions have yet been made.</i></p>
27	<p>Describe current relationships with your police / fire unions / guilds. Are they generally supportive of this project? Have they raised any specific concerns Re: consolidation?</p> <p><i>The District's union has not yet expressed any views on this project.</i></p>
28	<p>Do you have any ideas or preferences regarding the communications strategy for this project this year?</p> <p>---</p>
29	<p>Do you know who your point person will be on this project, that is, the person with authority to commit the jurisdiction to approve items and / or proceed in the process? How will the internal coordination process work for your jurisdiction to get information to and from that person?</p> <p><i>Deputy Chief Joel Kuhnhenh will attend the meetings and be the vote/voice of WFLSD on the Steering Committee.</i></p>

30	<p>How critical is it, in your view, that additional jurisdictions join this effort? Should the consultants for this phase interview personnel from those jurisdictions / functions in order to incorporate their ideas in this phase of work?</p> <p><i>It would not hurt to talk to the King County Sheriff Office; there is a cost benefit to having more partners.</i></p>
<i>2006 Budget Issues</i>	
31	<p>At the meeting on March 31, the steering committee talked about issues that might need to be decided before all the work products for this phase are completed. If you have had an opportunity to think further about this, what types of decisions do you think you will want to make part of your 2006 budget process, related to this initiative?</p> <p><i>The District has a one-year budget.</i></p>
32	<p>When will you need information (even if preliminary) in order to work those decisions into your 2006 budget process?</p> <p><i>Information would be needed no later than mid-August.</i></p>
<i>Other</i>	
33	<p>Are there other ideas, concerns or questions you would like to get on the record at this stage? Any questions we didn't ask that we should have?</p> <p>---</p>

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

Responses:

<i>Jurisdiction/Agency</i>	<i>Pages</i>	<i>Jurisdiction/Agency</i>	<i>Pages</i>
Woodinville Fire District	1 - 6	Bellevue	40 - 45
Mercer Island	7 - 12	Kirkland	46 - 50
Northshore Fire District	13 -17	Issaquah	51 - 55
Eastside Fire and Rescue	18 - 22	Clyde Hill	56 - 60
Shoreline Fire District	23 - 27	<i>Medina</i>	--
Redmond	28 - 33	<i>Fall City FD</i>	--
Bothell	34 - 39		

WOODINVILLE FIRE AND LIFE SAFETY DISTRICT
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>			
<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 fire agencies , maintaining a centrally-accessible database, with each		X	

Concept / Principle / Value <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
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 fire agencies , 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 How do we measure this?	XXX		X
Seek equity between participants—large and small, police and Fire/EMS How do we measure this?	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. Based on not knowing who makes up the board.	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

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
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

Concept / Principle / Value The regional dispatch agency should...	Support	Oppose	Belongs in SOVP?
<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 fire agencies , 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 fire agencies , 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 voice in decision-making, than it is to have a vote 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 single police / fire / EMS operational board to manage the operational details and inform the decisions of the executive board. Need overlap between the two! Liaison		✓✓	
There should be separate police and Fire / EMS operational boards to provide input to an executive board.	✓✓		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
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**

Concept / Principle / Value The regional dispatch agency should...	Support	Oppose	Belongs in SOVP?
<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 fire agencies , maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— But only if police records are also regionalized in a similar manner		♪	N
Manage and maintain fire and EMS records for all participating fire agencies , maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— Regardless of whether police records are also regionalized.		♪	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> Is EPSCA an example or the product?			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 Need to see what this looks like first	♪		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 This is the better statement	♪♪♪		Y
Provide what the customers want	♪♪		N
Exceed customer expectations	♪		N
Seek equity between participants—large and small, police and Fire/EMS Fairness might be a better term	♪		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 staff should be cross-trained, cross-utilized if necessary. There are many levels of cross training, ie there is a big difference between call taking and actual dispatching.	♪		Y
Dispatch of police and fire should be completely separate with <u>no cross-utilization of staff</u>	♪♪♪		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>			
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)		♪	
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 COULD NOT ANSWER IN THE BOXES – oppose ♪ and N		♪	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. A negotiated item when the facts are known		♪	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 and 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 maybe financially		♪	
<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 It depends on the topic		♪	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 <u>a 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) DOES THIS MEAN VOICE OR VOTE?	♪♪		
<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 The regional dispatch agency should...	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 fire agencies , 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 fire agencies , 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 <i>The regional dispatch agency should...</i>	Support	Oppose	Belongs in SOVP?
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>			
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)	***		
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**

Concept / Principle / Value The regional dispatch agency should...	Support	Oppose	Belongs in SOVP?
<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 fire agencies , 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 fire agencies , 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 The regional dispatch agency should...	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 fire agencies , 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 fire agencies , 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 than efficiency</u>			
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 Comment: Communication issues such as these are premature at this time		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 Comment: Premature at this time	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	X		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
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.	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**

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)	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.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers).		Xxx	
Manage and maintain fire and EMS records for all participating fire agencies , 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 fire agencies , 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 Need more detail			
At least two different service levels should be available to participants, with associated cost differential Need more detail			
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 Need more detail			
Market / Communicate the successes of the agency to the public, to members and clients	X		

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
What about weaknesses?			
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 Quality of Life? Need more detail			
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:			
Ideas about location of the dispatch center:			
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. Opposed to not owning the building			
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:			
Ideas about employees			
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 By Whom?	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 should be cross-trained</u> , 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 Don't understand			
The agency should be able to issue its own debt, rather than rely on the debt of its members to fund major expenses. More detail needed	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 paramount, but equal, 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.e., minimal records function equivalent to that provided now by Bellevue or ValleyCom for customers). 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 fire agencies, maintaining a centrally-accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— But only if police records are also regionalized in a similar manner		✓	
Manage and maintain fire and EMS records for all participating fire agencies, maintaining a centrally -accessible database, with each jurisdiction responsible for the completion and uploading of files to that central database— Regardless of whether police records are also regionalized. 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			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
The regional dispatch agency should...			
multiple systems together - there are 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>			
The agency must Improve interagency communications and coordination in situations involving multiple agencies (SNOPAC)	✓		
The agency shall provide an improved and standardized service to the citizens of the county (SNOPAC)	✓		
To reduce cost by sharing core infrastructure such as physical facility, telephone and radio systems; and computerize dispatch and record keeping services (SNOPAC)	✓		
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)	✓		
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>			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
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 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		✓	.

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Not required up front. This can be achieved through training			
Employees of existing dispatch centers must be assured a position 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</u> should be cross-trained, cross-utilized if necessary.			
Dispatch of police and fire should be completely separate with <u>no</u> cross-utilization of staff		✓	
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	✓		.

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
Start-up of the new agency should be phased to allow members' dispatch technologies to naturally age and reach the end of useful 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			

Concept / Principle / Value	Support	Oppose	Belongs in SOVP?
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.		✓	
Operational board membership			
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.		✓	
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

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)	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 fire agencies , 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 fire agencies , 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 (<u>assume it unless there is a serious obstacle</u>)	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, cross-utilized if necessary.</u>	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?
<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.		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. Should be owners only	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**

Concept / Principle / Value The regional dispatch agency should...	Support	Oppose	Belongs in SOVP?
<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 fire agencies , 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 fire agencies , 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>			
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)	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

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)	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 fire agencies , 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 fire agencies , 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 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>	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:			
Ideas about location of the dispatch center:			
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 a <u>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:			

TABLE 1: Total DISPATCH CENTER Operating Expenditures

Bellevue - Fire and Police Dispatch

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	\$ 2,617,229	Includes 40 % Comm Center Manager, Assistant Mgr, 6 Supervisors, 3 Leads, 38.5 Dispatchers, 2 Technicians/Analysts; Adjusted for vacancy factor (60% of Comm Ctr Manager, 1 Senior Accounting assoc, and 1 800 MHZ tech time is related to EPSCA and not with dispatch. These costs will not be consolidated)
FTE Overtime	\$ 370,913	Actual spending is significantly higher than budget due to high vacancies. 2005 budget = \$362,571; 2005 actuals = \$481,488
FTE Benefits	\$ 810,407	All benefit, excluding 60% of Comm Ctr Manager, 1 Senior Accounting assoc, and 1 800 MHZ tech time is related to EPSCA and not with dispatch. These costs will not be consolidated
Temporary / Part Time Salaries & Wages	\$ 47,506	Budgeted
Temporary / Part Time Overtime	\$ -	
Temporary / Part Time Benefits	\$ -	
Office Supplies	\$ 35,556	Includes office supplies, small office apparatus and other minor equipment
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 985,882	Includes professional and maintenance contracts associated with dispatch (TriTech, Dictaphone maintenance, Qwest maintenance, and R-911 Contract), ITD internal charges which is allocated out based on number of PC (Tier 1 srvs, leased telephone lines, long distance, GIS srvs, ect.). The applications that specifically are related to Dispatch are CAD and Wireless. ERF internal charges related to maintenance of assets in dispatch, and security systems maintenance.
State ACCESS terminal charges	\$ 3,290	No charge in Dispatch; charged to Records
Recruitment expenses (medical, testing, advertising, background checks, etc.)	\$ 5,000	Prep work, testing, interviews, background check, etc.
Telephone	\$ 12,572	This represents what is included in Phone Services. ITD provides this service, however the charges are lumped into charges from ITD and not separated out (as it was in 2004).
Other utility costs (fiber optic, etc.)	\$ -	
Vehicles	\$ 12,662	Interfund related charges for vehicle replacement, usages and maintenance
Pagers and Cell Phones	\$ 2,285	Budget
800 MHZ Fee	\$ 4,092	This portion of the 800 MHZ fee will stay with dispatch if consolidated.

TABLE 1: Total DISPATCH CENTER Operating Expenditures

Bellevue - Fire and Police Dispatch

Cost Element	2006 Budget	Notes
Replacement fund charges for technology software, hardware	\$145,816	ERF - Radio consoles, backup equip, recording equip (as of 2006 budget, which was put together in 2004). ITD - PC's, VisiCad are included. This does not include the replacement of the new equipment at the Comm Ctr. The replacement cost of the new comm ctr is still being determined.
Disaster recovery costs (back-up system costs)	\$ 10,000	Per Dispatch Manager.
Miscellaneous:		
· Dues and subscriptions	\$ 75,286	Prof Svc, association dues, postage, internal copiers/copier svc
· Contractual services,		
· Etc.		
· Printing	\$ 1,330	External costs
· Training costs: registration costs, travel, etc.	\$ 13,500	Per Carl/Alan - reserved for Comm Center
Interfund and Indirect Costs:		
· Central Overhead (finance, HR city attorney, city manager, etc.)	\$ 377,226	Allocated total Police Indirect Costs to Dispatch based on budgeted FTE's (19.3% of total)
· Indirect departmental supervision and management costs	\$ 252,363	19.3% of total budget in Police Admin Division. Total of # FTE's (Chief, 2 DC, Attorney, PIO, 2 Admin, Financial).
· Space costs (including building utilities, janitor, sinking fund for major maintenance—sq. footage allocation)	\$ 470,933	From Facilities Management Rent, allocation for 2006; 13,599 gross sq ft at \$34.63 per sq ft. Includes M&O and Debt Service. This is a estimated cost associated with the New City Building, not budget. It is based on the projected cost of M&O for the New City Building and not actual experience.
· Insurance: Liability	\$ 67,688	GSI Premium Pmt, Risk can't split out. This amount is allocated based on Police FTE basis. History shows very low number of dispatch with claims. Total amount of Insurance will still need to be collected by city, therefore this amount will stay with City budget if consolidated. However, there will be a cost to NORCOM if consolidated.
· Insurance: Real Property		Included in liability insurance
TOTAL \$	6,321,537	

Retained Costs - With NORCOM Centralized Communications Center

TABLE 2B:
Bellevue - Dispatch retained costs

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	39,298	40% of Dispatch Manager
FTE Overtime	-	
FTE Benefits	8,401	40% of Dispatch Manager
Temporary / Part Time Salaries & Wages		
Temporary / Part Time Overtime		
Temporary / Part Time Benefits		
Office Supplies		
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 142,336	Dispatch Repair and Maintenance line - (\$248,113) subtracted out for Tritech, Qwest and Dictaphone maintenance and R-911 contract. ITD - subtract out Public Safety ongoing costs associated with Wireless (254,700) and CAD (\$230,367). These are the central pieces that would maintained by NORCOM. ERF - Of the \$312,336 that is allocated to Dispatch \$170,000 of this is related to FTE expense and is subtracted out of the retained costs. The \$142,336 of ERF that remains is the Overhead and other budget that is allocated out. This would need to be absorbed by the City.
State ACCESS terminal charges	3,290	
Recruitment expenses (medical, testing, advertising, background checks, etc.)		
Telephone		
Other utility costs (fiber optic, etc.)		
Vehicles	12,662	75% of dispatch for EPSCA. Includes Motor pool, MERF Asset, Merf Maintenance, Fuel, Merf Replacement
Pagers and Cell Phones	1,714	75% stays as a result of EPSCA.
800 MHZ Fee		
Replacement fund charges for technology software, hardware	4,000	ERF - \$4,000 for Radio's associated with EPSCA employees
Disaster recovery costs (back-up system costs)		

Retained Costs - With NORCOM Centralized Communications Center

TABLE 2B:
Bellevue - Dispatch retained costs

Cost Element	2006 Budget	Notes
Miscellaneous:		
· Dues and subscriptions		
· Contractual services,		
· Etc.		
· Printing		
· Training costs: registration costs, travel, etc.	1,024	3 FTEs related to EPSCA
Interfund and Indirect Costs:		
· Central Overhead (finance, HR city attorney, city manager, etc.)	377,226	100% of Dispatch. The total amount will be a retained cost from Indirect Overhead spreadsheet. See Central and indirect overhead summary document for breakdown of each support department.
· Indirect departmental supervision and management costs	252,363	100% of Dispatch. The total amount will be a retained cost. Total of # FTE's (Chief, 2 DC, Attorney, PIO, 2 Admin, Financial).
· Space costs (including building utilities, janitor, sinking fund for major maintenance—sq. footage allocation)		
· Insurance: Liability	67,688	100% of Dispatch. GSI Premium Pmt, Per Risk can't split out. Even if Dispatch is consolidated, GSI will continue to collect 100% of their budget that would otherwise be allocated out to Dispatch. In the future it will be allocated out on an FTE basis to other departments.
· Insurance: Real Property	-	Included in GSI
TOTAL	910,002	

TABLE 1A:
Bellevue - Fire and Police dispatch
Salary, Benefits, Overtime Operating Costs

Cost Element	2003		2004		2005	
	Budget	Actual	Budget	Actual	Budget	Actual
FTE Salaries & Wages	\$ 2,677,906	\$ 2,481,474	\$ 2,677,059	\$ 2,485,307	\$ 2,557,782	\$ 2,606,124
FTE Overtime	\$ 362,571	\$ 552,131	\$ 362,571	\$ 502,423	\$ 362,571	\$ 481,488
FTE Benefits	\$ 659,473	\$ 651,491	\$ 685,099	\$ 708,113	\$ 697,933	\$ 746,698
Temporary / Part Time Salaries & Wages	\$ 46,438	\$ 60,873	\$ 46,438	\$ 51,482	\$ 46,438	\$ 58,004
Temporary / Part Time Overtime						
Temporary / Part Time Benefits						
TOTAL	\$ 3,746,389	\$ 3,745,969	\$ 3,771,167	\$ 3,747,324	\$ 3,664,723	\$ 3,892,314

TABLE 2A:
Bellevue - Fire
Fire & EMS Records Management System Costs

Cost Element	2006 Budget	Notes
Records Management Software Fee	\$ 19,828.00	Per ITD, the budgeted amount is less than actual by \$7,400
RMS Dedicated Operations Staff	\$ -	
RMS Replacement	\$ 43,000	This is charged through ITD. Replacement for 05-06 was delayed, however it is expected to be charged again in 07-08.
Note:		
the above information is ITD's related expenditures for Fire RMS.		
The Fire Station #14 (not a Bellevue Fire Staff) has one member who spends approx 40-45% of his time working with the incident module of the RMS System performing incident QA and review, development reports, and providing routine reporting. This function is not in the above numbers and will not go away as a result of the consolidation.		
TOTAL	\$ 62,828.00	

Notes: At this point, these dollars are not added to the Dispatch Operating Budget. Are they a separate component?

Dispatch Expenditures vs. Revenue
Based on 2006 Amended Budget

	Dispatch Budget
Total Dispatch Budgeted Exp.	6,321,537
Less Retained Exp	(910,002)
Transfer to NORCOM	5,411,534
<hr/>	
Less Revenues Earned	
Fire Dispatch Revenue***	1,692,075
Poice Dispatch Revenue	64,725
Emer 911 Dispatch Svc	298,037
Fire Service Contract****	83,750
I/G EPSCA Mgmt Fee*****	-
I/G Comm Radio Maint*****	-
Total Revenue loss to COB	2,138,587

Retained Costs (910,002)
Expenditures not covered by Revenues 4,119,147

NOTES:

- *Retained cost relating to Dispatch only
- **Indirect Overhead is not an expense to the GF Police Budget.
- ***Portion of Indirect Overhead that is charged through Fire Contracts is \$72,061
- ****Portion of Fire Service Contract related to Dispatch services. Bellevue's model charges out Fire's share of dispatch services.
- ***** Assumes EPSCA related revenue will be retained by Bellevue

TABLE 1: Total DISPATCH CENTER Operating Expenditures

Bothell Police Department

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	\$ 733,026	Includes 11 dispatchers/call takers and 2 supervisors. Also includes 1 limited term employee who was not budgeted for and will be paid using PSAP/E-911 funds.
FTE Overtime	\$ 28,225	
FTE Benefits	\$ 266,367	Includes uniform allowance.
Temporary / Part Time Salaries & Wages	\$ 9,022	2 on-call pool employees estimated at 16 hours per month each.
Temporary / Part Time Overtime	\$ -	
Temporary / Part Time Benefits	\$ 910	FICA, Medicare and Pension only. No other benefits available to on-call pool employees.
Office Supplies	\$ 16,834	Includes office supplies, small/minor office equipment and other operating supplies.
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 104,678	Includes 1/2 of salary and benefits for IS Technician and replacement costs for three (3) computer terminal stations in the Comm Center. Also includes maintenance and repair of equipment in the Comm Center as well as maintenance contracts associated with the call taking and dispatching equipment, including the portable radios. New World Maintenance agreement = \$1,150 per user X 13 = \$14,950.
State ACCESS terminal charges	\$ 5,880	
Recruitment expenses (medical, testing, advertising, background checks, etc.)	\$ 2,308	
Telephone	\$ 109,962	
Other utility costs (fiber optic, etc.)	\$ -	
Vehicles	\$ -	
Pagers and Cell Phones	\$ 4,104	
800 Mhz Subscription	\$ 40,416	
Replacement fund charges for technology software, hardware	\$ -	
Disaster recovery costs (back-up system costs)	\$ -	

TABLE 1A:
Bothell Police Department
Salary, Benefits, Overtime Operating Costs

Cost Element	2003		2004		2005	
	Budget	Actual	Budget	Actual	Budget	Actual
FTE Salaries & Wages	\$ 609,498	\$ 574,667	\$ 652,763	\$ 614,288	\$ 663,656	\$ 645,270
FTE Overtime	\$ 21,000	\$ 30,894	\$ 22,400	\$ 27,406	\$ 28,875	\$ 23,406
FTE Benefits	\$ 178,614	\$ 166,442	\$ 194,674	\$ 186,850	\$ 238,610	\$ 201,296
Temporary / Part Time Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Temporary / Part Time Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Temporary / Part Time Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 809,112	\$ 772,003	\$ 869,837	\$ 828,544	\$ 931,141	\$ 869,972

Note: Budget and actual expenditures for on-call pool employees are included in FTE Salaries and Wages in 2004 and 2005. There were no on-call pool employees during 2003.

TABLE 2: Retained Costs - With NORCOM Centralized Communications Center

Bothell Police Department

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	\$ 281,539	Includes five (5) additional Records or PSO staff.
FTE Overtime	\$ 11,290	
FTE Benefits	\$ 100,264	Includes uniform allowance.
Temporary / Part Time Salaries & Wages	\$ -	
Temporary / Part Time Overtime	\$ -	
Temporary / Part Time Benefits	\$ -	
Office Supplies	\$ 16,834	Includes office supplies, small/minor office equipment and other operating supplies.
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 67,797	Includes 1/2 of salary and benefits for IS Technician, replacement costs for three (3) computer terminal stations in the Comm Center, and cost of two (2) new workstations for additional personnel. Also includes maintenance and repair of equipment remaining in the Comm Center as well as maintenance contracts associated with equipment remaining and the portable radios. New World Maintenance Agreement = \$1,150 per user X 5 = \$5,750.
State ACCESS terminal charges	\$ 5,880	
Recruitment expenses (medical, testing, advertising, background checks, etc.)	\$ 708	
Telephone	\$ 19,600	
Other utility costs (fiber optic, etc.)	\$ -	
Vehicles	\$ -	
Pagers and Cell Phones	\$ 4,104	
800 Mhz Subscription	\$ 40,416	
Replacement fund charges for technology software, hardware	\$ -	
Disaster recovery costs (back-up system costs)	\$ -	

TABLE 1: Total DISPATCH CENTER Operating Expenditures

ISSAQUAH POLICE DEPARTMENT

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	\$ 465,107	10 Budgeted positions
FTE Overtime	\$ 10,000	
FTE Benefits	\$ 163,915	
Temporary / Part Time Salaries & Wages		Temporary part-time consists of 3 Records staff cross-trained to fill in and relieve dispatch
Temporary / Part Time Overtime		Temporary part-time consists of 3 Records staff cross-trained to fill in and relieve dispatch
Temporary / Part Time Benefits		Temporary part-time consists of 3 Records staff cross-trained to fill in and relieve dispatch
Office Supplies	\$ 4,000	
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 50,987	Software, etc... = \$30,160 / IT person 1/4 time=\$20,827
State ACCESS terminal charges	\$ 14,280	
Recruitment expenses (medical, testing, advertising, background checks, etc.)	\$ 1,800	
Telephone	\$ 20,000	
Other utility costs (fiber optic, etc.)		
800 Mhz Fees	\$ 1,368	4 radios x \$29/mo.
Pagers and Cell Phones	\$ 600	
Replacement fund charges for technology software, hardware	\$ 16,000	\$2,000 computers, \$4,000 dictaphone, \$10,000 radio replacement set aside annually.
Disaster recovery costs (back-up system costs)		

TABLE 1A:
ISSAQUAH POLICE DEPARTMENT
Salary, Benefits, Overtime Operating Costs

Cost Element	2003		2004		2005	
	Budget	Actual	Budget	Actual	Budget	Actual
FTE Salaries & Wages	\$ 493,062	\$ 353,116	\$ 458,161	\$ 342,517	\$ 471,196	\$ 371,745
FTE Overtime	\$ 10,000	\$ 7,699	\$ 10,000	\$ 19,514	\$ 10,000	\$ 18,078
FTE Benefits	\$ 120,081	\$ 106,675	\$ 160,651	\$ 117,370	\$ 176,120	\$ 131,134
Temporary / Part Time Salaries & Wages						
Temporary / Part Time Overtime						
Temporary / Part Time Benefits						
TOTAL	\$ 623,143	\$ 467,490	\$ 628,812	\$ 479,401	\$ 657,316	\$ 520,957

TABLE 2: Retained Costs - With NORCOM Centralized Communications Center
ISSAQUAH POLICE DEPARTMENT

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	\$ 144,982	3 FTE's. 2 Corrections security, 1 records
FTE Overtime	\$ 3,000	
FTE Benefits	\$ 48,834	
Temporary / Part Time Salaries & Wages		
Temporary / Part Time Overtime		
Temporary / Part Time Benefits		
Office Supplies	\$ 9,100	
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 20,827	IT Person 1/4 time still retained.
State ACCESS terminal charges	\$ 14,280	
Recruitment expenses (medical, testing, advertising, background checks, etc.)	\$ 2,000	
Telephone	\$ 1,620	
Other utility costs (fiber optic, etc.)		
Vehicles		
Pagers and Cell Phones		
Replacement fund charges for technology software, hardware	\$ 16,000	\$2,000 computers, \$4,000 dictaphone, \$10,000 radio replacement set aside annually.
Disaster recovery costs (back-up system costs)		

TABLE 1: Total DISPATCH CENTER Operating Expenditures

Kirkland Dispatch

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	\$ 958,617	Includes 15 dispatchers/call receivers, 3 leads, 1 supervisor
FTE Overtime	\$ 45,000	
FTE Benefits	\$ 348,127	Includes \$9,000 for uniforms (\$350/person/year, \$600 for initial new hire)
Temporary / Part Time Salaries & Wages	\$ -	
Temporary / Part Time Overtime	\$ -	
Temporary / Part Time Benefits	\$ -	
Office Supplies	\$ 3,200	General offices supplies
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 158,286	IT internal charges: >Telecom = \$4,421 (\$233 x 19 FTE) >Std employee charge = \$58,763 (\$3,093 x 19 FTE) >Police System = \$51,113 (\$2,690 x 19 FTE) -- Dispatch's allocation of total New World Maint. Contract and staff time (portion of Kassie and portion of help desk) >Karen Furuya - temp position for 2006, allocated 20% sal/ben to dispatch, per Brenda Cooper this position will be needed beyond 2006, especially if regional dispatch does not happen >\$27,500 for annual console and audiolog maintenance costs >\$1,564 for EPSCA contract radio repairs and maintenance costs
State ACCESS terminal charges	\$ 27,960	
Recruitment expenses (medical, testing, advertising, background checks, etc.)	\$ 600	Background checks
Telephone	\$ 17,387	Includes long distance charges, data and business lines
Other utility costs (fiber optic, etc.)	\$ -	
Vehicles	\$ -	
Pagers and Cell Phones	\$ 200	
800 Mhz subscription fee	\$ 2,695	Includes EPSCA rental (access) charge for 2 portable radios, 2 mobile radios, and 3 control stations
Replacement fund charges for technology software, hardware	\$ 7,689	IT replacement reserve charges for PC's.
Disaster recovery costs (back-up system costs)	\$ -	

TABLE 1A: Salary, Benefits, Overtime Operating Costs

Kirkland Dispatch

Cost Element	2003		2004		2005	
	Budget	Actual	Budget	Actual	Budget	Actual
FTE Salaries & Wages	\$ 734,843	\$ 712,622	\$ 770,438	\$ 759,725	\$ 917,058	\$ 758,011
FTE Overtime	\$ 45,183	\$ 23,071	\$ 96,197	\$ 49,854	\$ 45,767	\$ 227,695
FTE Benefits	\$ 217,480	\$ 192,331	\$ 268,066	\$ 225,699	\$ 325,475	\$ 249,558
Temporary / Part Time Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Temporary / Part Time Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Temporary / Part Time Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 997,506	\$ 928,024	\$ 1,134,701	\$ 1,035,278	\$ 1,288,300	\$ 1,235,264

TABLE 2: Retained Costs - With NORCOM Centralized Communications Center
Kirkland Dispatch

Cost Element	2006 Budget	Notes
FTE Salaries & Wages	\$ 376,085	5 Record Techs (\$305,905) and 1 Supervisor (\$70,180)
FTE Overtime		
FTE Benefits		
Temporary / Part Time Salaries & Wages		
Temporary / Part Time Overtime		
Temporary / Part Time Benefits		
Office Supplies		
Technology operating costs (including internal and external support, GIS system support, maintenance fees for software and hardware, etc.)	\$ 98,017	>Telecom charge of \$4,421 (covers general IT budget, would be reallocated to other users) >Std employee charge of \$58,763 (covers general IT budget, would be reallocated to other users); >PD Systems cost (partial Kassie and partial helpdesk) that is attributed to dispatch - would be retained and staff time directed to other areas of Police and/or City staff. The portion of the New World maintenance contract attributed to dispatch CAD (\$16,280) is not included in the retained cost (assumption is that portion of the maint. contract would go away).
State ACCESS terminal charges	\$ 27,960	
Recruitment expenses (medical, testing, advertising, background checks, etc.)		
Telephone	\$ 1,445	Business lines, 911 locator charge fee (distributed to other users)
Other utility costs (fiber optic, etc.)		
Vehicles		
Pagers and Cell Phones		
Replacement fund charges for technology software, hardware		
Disaster recovery costs (back-up system costs)		

