

SERS – SNOHOMISH COUNTY 911 MERGER STEERING COMMITTEE

Meeting 6

Monday, April 16, 2018
Snohomish County Executive Conference Room - 6th Floor Admin West
2:00 P.M. - 4:00 P.M

Proposed Agenda (REVISED)

1. Welcome/Review of Today's Agenda (2 min.) Mayor Nehring
2. Approval of Meeting Summary from April 4/Meeting 5 (3 min.) Mayor Nehring
3. Communications and Other Updates (10 min.) All
 - SERS staff assurances
 - Vendor discussions update
 - County Council financing deliberations update
4. 4/19 Joint Board Agenda Item: Proposed Revisions to Committee Work Plan, Presentation to Joint Boards (35 min.) Karen Reed, Brian Haseleu, Susan Neely
5. Proposed Item for 4/19 Joint Boards Meeting: Mission and Goals of Merging SERS and SNO911 (30 min.) Karen
6. Proposed Item for 4/19 Joint Boards Meeting: Proposed Policy Goals for Organization Chart for Merged Agency (30 min.) Karen
7. Organizational Structure and Comparable Agencies Research - Update (15 min.) Brad Steiner, Terry Peterson
8. Next Agenda (April 23) (2 min.) Karen
 - Any required follow up on Committee Scope
 - Review/recommendation on SERS pro forma budget
 - Review additional research/develop recommendation on organizational structure
 - Due diligence: facilities issues discussion
9. Adjourn

Future meeting dates/times/locations

- Monday, April 23, 2-4 PM, Sno. County Admin East Building, 6th Floor, Room 6A02
- Monday, May 14, 2-4 PM (same building, different room) 6th Floor, Room 6A03
- Monday, May 28, 2-4 PM (same building) 6th Floor, Room 6A02

SERS-SNO911 Merger Steering Committee

Meeting Summary for April 4, 2018/ 10:00 a.m. to 12:00 p.m.

Location: Snohomish County Admin Conference Room - 6th Floor Room 6A02

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

Meeting Attendance:

Committee Members					
Jon Nehring	x	Bryan Stanifer	x	John Dyer	x
Pam Pruitt	x	Tom Mesaros	x	Joanie Fadden (for Ty Trenary)	
Ty Trenary					
Guests					
Susan Neely	x	Brian Haseleu	x	Dick Schrock	x
Staff Support Team					
Ralph Krusey	x	Kurt Mills		Karen Reed	x
Brad Steiner	x	Terry Peterson	x	Sharon Brendle (notetaker)	x

1. **Welcome & Review of Today's Agenda:** Jon Nehring called the meeting to order at 10:02 a.m.
2. **Approval of Meeting Summary:** Bryan Stanifer moved to approve the meeting summary of March 26th. The motion was seconded by Pam Pruitt, and approved unanimously.
3. **Communications and Other Updates.**
 - **SERS staff assurances.** *Brad Steiner offered to prepare a draft letter for this.* He would like to ask the SERS Board for any revisions during their Board meeting. He also agreed to share the draft with Brad Cattle first. Terry offered to provide a copy of the letter that was shared with PSAP staff prior to their consolidation. Dick Schrock recommended a legal opinion before distribution to the SERS staff.
 - **Vendor discussions update.** Brad reported that they will hopefully be making an announcement next week. Brian Haseleu reported that the RFP group is currently in the evaluation process and at the completion of that phase, the group will transition into negotiations. Dick added that there's also an appeal period where the unsuccessful vendors have 4 days to appeal the decision. He feels that the committee cannot wait until after the negotiation period in order to make an announcement. Following additional discussions on this, Brad said that at the completion of the negotiation process they will have a proposal with pricing that will be good until the end of the year. Brad is not on the evaluation committee.
 - **County Council financing deliberations update.** Susan Neely said that once the project timeline is learned, the Council will know when actual dollars are needed so they can limit the amount that gets bonded which in turn limits the county's involvement. Snohomish County doesn't want to own the radio system. Dick said that the County is reviewing the current ordinance draft. Another ordinance has

already been presented that addresses some policy changes. The Council will be responsible for the final ordinance.

- **ILA Check-in with SNO911's attorney.** Deanna Gregory has confirmed that the SNO911 ILA contemplates that Board action could accomplish a merger.

4. **De-Brief and Next Steps: SERS and SNO911 Discussion/Direction Regarding Proposed Revisions to Committee Work Plan.** Karen noted that at the direction of the Committee at its last meeting, she has prepared two memos to the SERS and SNO911 Boards: one relating to the committee's decision on legal structure (merger). The other memo related to the committee's decision to decline the SNO911 request to remove consideration of alternate SERS-related rate structures (in a merged agency) from its work plan. . Jon said that while he understands Dick's position on the rate structure issue, he is concerned with a perceived lack of transparency if the committee doesn't fully examine this. Regarding the change to the committee's scope of work, Karen worked with Dick on revising the original scope following direction from the SNO911 Board. After the two reached an impasse, their draft was brought to this committee at its last meeting. Dick has since drafted a more extensive revision and will be presenting that to the SERS Board tomorrow. Comments from the discussion include:

- Dick further explained his position. He thinks it's premature to bring up the topic of an integrated rate structure before the tax measure is voted on. He added that there's winners and losers when that's revised, and thinks it's unwise, politically, to interject this issue before the vote. When it's part of the work plan, it's already interpreted as being a projected change. He recommends a 3-5 year pro-forma budget using the existing SERS rate structure.
- Also contained in Dick's revised scope is the removal of the June date that the committee plans to conclude their work. This change was made at the request of Pam Pruitt. She suggested replacing it with a completion date of 2018 and explained that the scope of work can be performed at any time.
- Tom isn't comfortable leaving rate structure out of the discussion. He thinks that some of the presumptions Dick is making can't be verified, and worries that operating without full transparency will result in negative consequences. He explained that both Boards tasked the group with developing information on whether or not SERS and SNO911 should consolidate or merge. The Boards make the final decision, including those decisions involving rates.
- Bryan recommended a comprehensive analysis be done on the rate structure. He wants to start with the principles.
- Susan is concerned that the SERS Board is currently not fully representative, and feels that any change in the assessment methodology should wait until there is a representative board.
- Brian sees a need to elevate the understanding of the agencies on how big the radio project really is, and how a tax increase could affect their assessment. He thinks there

are multiple ways to break down a 75 million dollar project. If a merger doesn't take place between SNO911 and SERS, SERS is still prepared to address the governance issues this year.

- Karen said she can see the arguments on both sides of the issue of whether to discuss rate changes now, but she has concerns about the latest proposed revisions to the committee's scope of work.
- Jon said he doesn't understand why the June date should be scratched, and questions why they would move it now. He also questioned the statement by Dick that the committee failed to develop an informal agreement with SERS Future Funding Subcommittee to ensure communications between the two processes moving forward.
- Karen said she thought this communications issue was resolved. As we discussed with Dick and Susan at Meeting 2, we are inviting Dick (the sub-committee's chair) and Susan and Brian and to every meeting and share all our agendas and materials with them.
- Pam said that she doesn't think the committee can make that June goal and thinks it would look bad to the citizens if the committee sets a deadline and can't meet it. She prefers that the group is united before the sales tax measure comes before the voters, and thinks the constraint of keeping that date is causing a block. Her goal is still to have the merger completed before the end of the year.
- Regarding the vendor's scope of work for the radio project, Dick said that the original scope will change through negotiations. He said that no one will know what the revenue picture is for future assessments until they get the final scope of work.

Jon Nehring called for the committee to take a position on these proposed changes. If the SERS board approves them, then the committee will need to prepare a statement for the SNO911 Board. John Dyer moved to recommend leaving the work plan as is. Tom Mesaros seconded the motion. Voting in favor: Bryan Stanifer, John Dyer, Tom Mesaros and Jon Nehring. Voting against: Pam Pruitt. The motion passed.

5. **Introduction of Draft 5-Year Pro-Forma Budget.** Terry Peterson provided a pro-forma budget and asked for feedback from the committee. He added that this draft doesn't take into consideration the radio system. There was some discussion on the notes at the bottom of the spreadsheet. Terry said that he didn't see much in the way of fiscal savings coming with a merger. Karen suggested that changes in costs associated with a merger will need to be at least noted in future draft budgets. She expects the Boards will want to see a consolidated pro forma, and will want to see costs associated with facility changes and HR moving from the County to SNO911.
6. **Due Diligence Draft Report.** This item was moved up in the agenda.
 - Terry provided his preliminary due diligence report and asked if it needed to include any mention of the SERS fraud report. It was recommended it be included, but be

brief, concise, and include references to the existing Audit Report, specifically addressing those items that were called out. According to Ralph, SERS prepared a management letter following the 2015-2016 Audit where they responded to the investigative report and took appropriate action.

- Contract Review - Terry said that he needs to explore the discrepancy between rental costs on the spreadsheet and the rental budget line amount. He wants to know how much of the revenue is passed through and how much comes into the budget. Brian said that revenues not associated with costs normally go into equipment replacement reserves.
- System depreciation. Terry will make note of this in future reports.
- Debts and other obligations. He didn't see any additional debt, obligations or any outstanding litigation issues.
- Employees and Benefits. He listed the differences between the two groups.
 - SERS employees contributing to Social Security could be a challenge. Brian didn't think this was a removable option. Terry will get a legal opinion on this matter.
 - Health benefits are similar. SERS employees pay a portion of their healthcare premium. This topic is currently being discussed at SNO911.
 - Standby pay - differences were explained.
 - Sick leave and vacation accrual - Terry spoke about the differences between the two groups.

Karen asked if Terry would be able to list the likely transition steps that would occur with a merger. She explained that the Boards will want to know if these differences are easily resolved or not, such as transitioning into SNO911's health care system. Terry said he would perform a cost analysis on the health benefits and salaries. He added that at the last meeting SNO911 Board decided not to include SERS staff in a current cost analysis underway for the SNO911 staff. When asked how many County staff it took to cover SERS A/P and HR matters, Brian said it was probably .5 FTE. Terry thinks the tasks associated with existing SERS HR, Payroll, and A/P can be absorbed into SNO911 current workflow, without the need for additional staff.

It was also recommended that 1 FTE be added to handle contract management for SERS, and that the person selected should also have a radio background. This recommendation to add 1 FTE is independent of the decision on merge and should be considered either way.

7. **Organizational Structure Options/Issues.** The committee brainstormed on the following characteristics of an organizational chart:

Goals	Questions
<ul style="list-style-type: none"> • Functionality • Organized by function • Best business practices • 1 person at the top • Clear accountability • SERS direction should go to the CEO • Clear lines of responsibility - 1 boss • Change of command is important • Cultural impacts: people care who their boss is Minimize layering between SERS and top of agency • Show where radio project management staff fit in. • Minimize the number of silos • Adequate internal oversight & management control 	<ul style="list-style-type: none"> • What have similar organizations done? (CRESA, South Sound, T-COMM) • What problems does the organization have? • Currently integrated? • What did it look like during build out of the new system?

Brad offered to explore other agencies that have merged their PSAP and radio systems. Dick commented that the County will be sure to look at the agency that plans on managing the system to determine who is doing what, and who is reporting to whom? He wanted the group to be mindful that the organization will be scrutinized.

8. **Holding an additional meeting before the next SNO911 Board meeting scheduled for April 19th.** *The committee will be polled by email on their availability during the week of 4/16.*

9. **Next Agenda:**

- Any required follow up on the Committee Scope
- Review/recommendation on pro-forma budget
- Review/recommendation on organizational structure
- Facilities plan introduction.

Closing Comments / Adjourn. The meeting was adjourned at 12:00 p.m.

Future meeting dates/times/location:

- Monday, April 16, 2-4 PM County Executive Conference Room, Admin West, 6th Floor
- Monday, April 23, 2-4 PM County Admin East Building, 6th Floor, Room 6A02
- Monday, May 14, 2-4 PM (Same building, different room) 6th Floor, Room 6A03
- Monday, May 28, 2-4 PM County Admin East Building, 6th Floor, Room 6A02
- Monday, June 11, 2-4 PM County Admin East Building, 6th Floor, Room 6A03

SERS-SNO911 MERGER STEERING COMMITTEE

DRAFT Committee Charter

~~*Recommended for SERS and SNO911 Boards approval by the SERS-SNO911 Merger Committee Members at their February 26, 2018 meeting.*~~

- A. Mission:** The mission of the SERS-SNO911 Merger Steering Committee (“Committee”) is to develop information and materials necessary to allow the SERS and SNO911 Boards to make a decision as to whether and how SERS and SNO911 should consolidate or merge or integrate operations in some manner, by developing a recommended plan consistent with the **Scope and Purpose Statement (Attachment A)**. The Committee is advisory to the Boards of the Snohomish Emergency Radio System Agency (SERS) and Snohomish County 911 (SNO911).
- B. Input from Boards.** The Committee will accomplish its mission by developing and bringing forward a series of work products to the SERS and SNO911 Boards (collectively, “the Boards”) for review, input, and adoption.
1. Committee work products will be circulated in advance to Board members, and Boards will be asked to approve or request changes to a work product at the Board meeting where the work product is first presented.
 2. A Board may determine it needs additional time to deliberate on a work product rather than approve it, and if so, the Committee will shift its work plan so as to not delay the schedule any further than necessary. A Board choosing to deliberate on a work product will make every effort to conclude its deliberations by the end of its next regularly scheduled meeting.
 3. Whenever Boards have input/request changes to Committee products, the Committee will make revisions to address that input and bring the revised work product back up to the Boards as soon as practicable for their approval.
 4. If Boards have conflicting input, the Committee will seek to reconcile that in the revised work product, however, if the Committee (or either Board) observes an irreconcilable conflict in input from the Boards, it will ask for a joint Board deliberation and direction

on the matter. Both Boards must approve a work product for it to be considered approved.

5. **Stopping Work on Project.** Work on the project will end if either the SERS or SNO911 Board votes not to proceed further at any point. Alternately, project work may be put on hiatus until a later date by vote of either Board.

C. Communications.

1. **Employees.** The Committee will keep the SERS and SNO911 employees informed of its work throughout the process.
2. **Access to Committee Deliberations and Materials.** The Committee will post meeting agendas, meeting summaries, and non-sensitive materials online so that members of the public, Board members and employees can review the deliberations by accessing either the SERS or SNO911 websites. Committee meetings will be open to the public, but not posted as “public meetings,” since this is an ad hoc, temporary Committee. The Committee is not required to take public comment at its meetings, but may elect to do so at the discretion of the Committee chair.
3. **Public Communications.** Committee members may be called on from time to time to comment about the activities of the Committee or on the subject matter under deliberation. In such communications, Committee members will take care to distinguish official Committee positions from positions of individual Committee members.

D. **Timeline:** The Committee will seek to conclude its work as expeditiously as possible in ~~by the first week of June,~~ 2018, as generally outlined on the attached Scope and Purpose Statement (**Attachment A**), after which time the individual member agencies and the Boards will individually deliberate on the merger process and timeline.

E. **Committee Membership, Chair and Vice-Chair:** The Committee members include: Three (3) representative from the SERS Board and three (3) members from the SNO911 Board, plus one Alternate for Sheriff Ty Trenary, one of the SNO911 Board representatives. The Alternate is

encouraged to attend all meetings and may vote in the absence of Sheriff Trenary. (A list of members and the staff support team is set forth at **Attachment B**).

1. **Committee Chair, Vice-Chair:** Jon Nehring will serve as Chair of the Committee, and Tom Mesaros will serve as Vice-Chair. The Chair and Vice-Chair will review and approve agendas in advance of meetings. The Chair will preside over the meetings; the Vice-Chair will preside over the meeting in the absence of the Chair. The Chair and/or Vice-Chair will serve as spokespeople for the Committee when and as necessary.
2. **Resignation and Appointment of Replacement Members.** Any member of the Committee may resign, and such resignation shall be effective upon submitting written notice to the Committee Chair and his/her respective Agency Board Chair. The Agency Board Chair shall take prompt action to appoint a replacement member.

F. Committee Decision Making:

1. **Quorum.** A quorum at any committee meeting shall consist of Committee members who represent a simple majority.
2. **Participation by Telephone.** Committee members are encouraged to attend each meeting in person. Participation by telephone may be allowed in special circumstances at the discretion of the Committee Chair.
3. **Rules of Order.** The Committee will operate informally but shall use the latest edition of Robert's Rules of Order where necessary to process decisions.
4. **Votes.** Each member of the Committee has one vote. The SNO911 Alternate may vote only in the absence of Sheriff Ty Trenary.
5. **Routine Items.** Routine actions of the Committee will be confirmed by the vote of a majority of the members of the Committee present and voting.

6. **Work Products.** When deciding on a recommendation or recommendations to forward to the SERS and SNO911 Boards the Committee will strive to reach a consensus, defined as approval from not less than two-thirds of the Committee members from both SERS and SNO911.
 - a. If the Committee is unable to reach a consensus level of support for a proposed recommendation, then that item may still be forwarded to the Boards as a Committee recommendation if it is approved by 50% or more of the Committee members present and voting, including at least 1 vote from representatives from SERS and at least 1 vote from representatives from SNO911.
 - b. If the Committee is unable to reach recommendation level support described in subparagraph b above, then the proposal recommendation shall either be:
 - i. deferred to discussion and resolution at the next Committee meeting, **or**
 - ii. Forwarded for consideration by the SERS and SNO911 Boards with the notation that the Committee Force was unable to reach a recommendation on the option(s) under consideration.
 - c. Recommendations to the Boards will note the level of support from the Committee (consensus, recommendation, or no recommendation).
 - d. Wherever appropriate, the Committee will identify options before making a recommendation to the SERS and SNO911 Boards, and any recommendations to the Boards will include a summary of the options considered.

- 7. **Meeting Schedule, Meeting Materials.** The Committee will meet approximately twice each month, on dates agreed by the Committee. Staff will forward agendas and materials (to the extent available) to Committee members for review in advance of meetings.

- 8. **Staff support for Task Force:** Staff support will be provided by the Executive Directors of SERS and SNO911, an independent facilitator, and such additional agency staff as may be called upon from time to time.

- G. Approval and Amendment of this document:** This document shall be approved by vote of both the SERS and SNO911 Boards and any amendments to this document must also be approved by vote of both Boards, provided that the Committee has authority to adjust the schedule and topics for its work, within the overall project timeline.

Approved:

SERS

SNO911

By _____

Board Chair

Date: _____

By _____

Board Chair

Date: _____

Attachment A

SERS-SNO911 Merger Steering Committee

SCOPE and PURPOSE STATEMENT

The purpose of the SERS-SNOHOMISH COUNTY 911 Merger Steering Committee is to develop a preferred plan and approach for consolidating, merging or otherwise integrating the two agencies, including:

- Recommended timeline
- Service levels
- Cost Allocation/~~integrated rate structure~~
- Organizational structure
- Legal structure
- Transition Plan
- Consolidated agency Pro-forma budget for (5) years
- Transition/integration issues ~~related to radio system replacement project~~

WORK PLAN AND TIMELINE

Process/Timeline: The Committee will work through issues in the general sequence described below and develop a series of recommendations for consideration by each agency Board. The Committee will report to the Boards on a monthly basis, bringing forward recommendations for consideration as they become available.

The Committee plans to meet twice a month. Committee agendas, meeting summaries and meeting materials will be posted on the SNO911 website, with a link also on the SERS website.

The proposed timeline is to have a complete set of recommendations for consideration/action by the Boards ~~as soon as practicable in 2018 in June~~. Actual transition/integration of the two agencies would occur ~~as soon as the Boards agree after June, and could be several months later~~. (See proposed Boards ~~Briefing/Action~~ ~~to~~ ~~Schedule~~ on p. 3)

Committee Tasks

February

- Adopt recommended scope and purpose statement, work plan and timeline for submittal to Boards
- Adopt committee charter
- Develop informal agreement with SERS Future Funding Sub-Committee to ensure communication between the two processes moving forward
- Develop plan for, and launch, due diligence review
- Ask SERS legal counsel for opinion on SERS Board vote process required to approve a merger, consolidation of SERS and SNO911, or an acquisition of SERS by SNO911, and whether SERS ILA will need to be amended in order to sign contracts with County for implementation of radio system replacement

- Review ~~radio project vendor scope of work in RFP~~ County approved ordinance placing radio replacement project funding on the ballot and remain apprised of County approach to radio system replacement.

March

- Review input from all SERS and SNO911 Board members as to issues/concerns/ideas related to Merger
- Discuss vendor scope of work to understand timeline, risks, etc. with radio construction project
- Develop 2-3 scenarios for timing/sequencing of events, based on radio system project timeline and other considerations
- Develop recommendation with respect to commitments to current SERS staff
- Develop recommendation on preferred legal structure for integration (merger, consolidation or acquisition)
- Review SERS and SNO911 current budgets and five year budget projections – operating, capital and reserves. Provide direction to staff for preparing 5-year integrated budget pro forma (Excluding costs of radio system replacement project and its future operation)-

April

- Develop ~~2~~ scenarios for addressing ongoing costs of SERS and SNO911 once the entities are merged, and identify actions necessary to implement. ~~(Rate formula)~~ The Committee shall utilize the current SERS rate formula to address allocation of SERS-related operating costs.
- **Due diligence report – part 1:** review all existing SERS contracts and obligations, including but not limited to facilities contracts/leases, identify issues related to integration of the two agencies, and develop recommendations as appropriate.
- Organizational structure: identify issues, develop recommendations
 - ~~Reporting~~
 - ~~IT functions~~Facilities plan. Develop 2 scenarios relative to office, equipment storage space; review other issues related to facilities, leases, properties (Due Diligence)

May

- Assuming a choice of funding mechanism has been made by County Council, review a staff-developed five-year funding scenario for integrated agency. Identify key assumptions, cost savings, additions. Provide direction on any refinements, follow up questions
- **Due diligence report – part 2:** complete due diligence, including but not limited to report on any outstanding SERS litigation and process for transferring SERS FCC licenses. Prepare report for Boards review.
- Develop recommendations on:
 - ~~Rate formula under integrated operations~~
 - Organizational structure

Facilities

- Pro forma 5-year budget
- Develop/Review documents needed to implement recommendations (articles of merger, merger plan, interlocal agreement amendments/amendments to rate structure)

June

- Finalize and present recommendations package
 - Timing
 - Documentation needed, potentially including:
 - Articles of merger/consolidation
 - Resolution approving transition plan, ~~fee formula changes~~
 - Bylaws changes

Items for Board Briefings/Action, by Month

February	Approve Steering Committee members, legal counsel for each agency
March	Review results of board survey Approve Committee scope and purposes, work plan, timeline Assurances to SERS staff related to integration/merger
April	Choice of legal structure (merger, consolidation or acquisition)
May (Joint Board meeting requested)	Preferred timeline discussion Organizational structure recommendation Facilities recommendations <u>Due Diligence Report Presentation</u> 5-year Pro-Forma budget presentation Rate structure discussion
June	Review and begin deliberations on final recommendations package <u>Timeline discussion</u>

The Committee’s work plan beyond the tasks noted in this document will be determined based on direction/schedule approved by the Boards.

Attachment B: Committee Members and Support Team

SERS
Jon Nehring, SERS Board President, Mayor, City of Marysville
Pam Pruitt, SERS Board Member, Mayor, City of Mill Creek
Bryan Stanifer, Deputy Police Chief, City of Lynnwood
SNO911
Tom Mesaros, Council member President , City of Edmonds
John Dyer, Police Chief, City of Lake Stevens
Ty Trenary, Sheriff, Snohomish County
Alternate for Ty Trenary: Joanie Fadden
COMMITTEE Support Team:
Ralph Krusey, Executive Director, SERS
Kurt Mills, Executive Director, SNO911
Terry Peterson, Deputy Director, SNO911
Karen Reed, Karen Reed Consulting, Facilitator
Sharon Brendle, SNO911
Also invited to meetings: SERS Future Funding Sub-Committee members
Richard Shrock, Susan Neely, Brian Haseleu

Mission and Goals for a Merged SERS-SNO911 Agency

Draft dated 4.14.18

Surveys of SERS and SNO911 Board members have identified many perceived benefits of merging SERS and SNO911, and have also identified some concerns that the Merger Steering Committee will seek to address. Action on a plan of merger is several months in the future. The purpose of this document is to confirm and clarify why SERS and SNO911 are engaged in the merger project, and what we hope to achieve through a merger.

The Boards of SERS and SNO911 affirm that they seek to merge their two respective agencies in order to achieve the following **goals**:

- Improved coordination and communication between the public safety call answering and dispatch operation, and the radio system that supports it.
- Enhanced ability to promote and work towards realizing a shared vision and goals for the two integrally linked critical public safety operations.
- Better clarity for the public about who is providing the 911 services in Snohomish County, leading to better accountability of the merged agency.
- Better service to the public and the public safety personnel in Snohomish County, though better coordination of the two operations at the line staff and management level, and unified regional oversight.
- Secure potential economies and efficiencies through integrating the two operations.
- Oversight and policy direction provided by a regionally representative board of directors.
- Greater efficiency in oversight and better alignment in policy direction, through the work of a single board of directors rather than two.
- Enhanced ability to provide administrative support for the SERS operation.

A **sample mission statement** for the merged agency reflecting these goals might be:

Our mission: Provide excellent 911 services for the public and public safety providers in the most efficient and effective manner possible across all Snohomish County.

SERS-SNO911 Merger Steering Committee

Proposed Policy Goals to Serve as Guidance in Recommending an Organizational Chart for a Merged Agency

draft dated 4.14.18

Inputs to date: (from last Steering Committee Discussion)

Goals	Questions
<ul style="list-style-type: none">• Functionality• Organized by function• Best business practices• 1 person at the top• Clear accountability• SERS direction should go to the CEO• Clear lines of responsibility - 1 boss• Change of command is important• Cultural impacts: people care who their boss is.• Minimize layering between SERS and top of agency• Show where radio project management staff fit in.• Minimize the number of silos• Adequate internal oversight & management control	<ul style="list-style-type: none">• What have similar organizations done? (CRESA, South Sound, T-COMM)• What problems does the organization have?• Currently integrated?• What did it look like during build out of the new system?

Proposed Restatement & possible additions for discussion

(Note: If the Steering committee reaches agreement, a document on policy could be presented to the Joint Boards on 4.19.18)

The following policy goals shall serve as guidance in developing the organization chart / reporting structure for a merged SERS-SNO911 agency.

The organization chart / reporting structure should:

1. Have clear lines of responsibility.

In the view of the merger steering committee, this means:

- a. There will be 1 Chief Executive Officer of the Agency.
- b. Each employee shall have no more than 1 person to whom they directly report (excepting the CEO who reports to the Board).

2. Promote a high functioning agency.

In the view of the merger steering committee, this means:

- a. Where there are clear best practices in terms of organizational structure, they should be applied.
- b. The structure should be organized by function.
- c. Common operations should be integrated, rather than siloed, where it will improve operational efficiency and improve service levels to the public (examples: common IT platforms such as email, cell phones and laptops should be managed from one operational group).
- d. Managers should have a reasonable span of control (not an excessive number of direct reports—that number will differ depending on the management position)

3. Ensure adequate internal oversight and management control.

4. Be designed without regard to the current individuals serving in leadership capacity at the two agencies: these people may change over time. The focus should instead be on function of the positions and the overall organizational structure.

5. Reflect the importance of both the PSAP operation and the radio system that supports it.

In the view of the merger steering committee, this means:

- a. The manager of radio system operations formerly situated within SERS should report directly to the CEO of the merged agency.