



MEETING AGENDA

MEETING: Valley Communications Center (VCC) Administration Board
LOCATION: VCC Board Room
DATE & TIME: Friday, August 5, 2016 at 1000 hours

If an item below is bolded, related documents follow the agenda

1. Welcome and Introductions
2. Report from any Member
3. Report Operations Board
4. Report from Executive Director
5. Action Items by consent - **(items a & b)**
 - a. Meeting Minutes Approval from the June 3, 2016 meeting**
 - b. Voucher Approval (separate file)**
 - c. King County Airport
 - d. Enumclaw Fire
 - e. Wellness Resolution # 123**
 - f. 2017/18 Draft Budget**
6. Next regular scheduled Admin Board – September 2, 2016
7. Adjourn





AGENDA REPORT

TO: Valley Communications Center (VCC) Administration Board
THROUGH:
FROM: Lora Ueland, Executive Director
DATE: August 5, 2016
RE: Facility Projects Update

Console Furniture Replacement in Com Room

Scope: Replace thirteen year-old console furniture at 16 call receiver positions, 16 dispatcher positions, 2 supervisor work stations in com room and two positions in the training room, addition of 4 call receiver consoles in the com room (40 consoles). Includes sit/stand desks, storage for electronic components, carpet, individual environment controls and status indicators.

Financial Impact: Approved budget of \$1,014,200. Furniture contract amount is \$849,683.70 + tax. Project will include furniture replacement, carpet replacement, and some technology changes.

Status: Project nearly complete with all console equipment installed and in operations. Contractor is cleaning up minor tasks. Expect to have project closed in 2 weeks.

Data Center Remediation

Scope: Address HVAC in the Data Center to maintain cooling capacity, regulate humidity and control air flow for critical VCC infrastructure (CAD, radio, paging components).

Financial Impact: \$2.9 million of which \$1.5 million was approved in 2016/17 budget.

Risk: High risk project. VCC Operations may move off-site during critical phases in work.

Status: Physical construction has started with chiller set in place. 7/25-26/16 will cut over chilled water piping to integrate system to rest of building.

Target Completion Date: 4Q16. Schedule at risk as sub-contractor responsible for controls of system is behind. VCC PM working with prime contractor to mitigate.



Perimeter Building Security

Scope: The perimeter fencing is original to the building. Time, ground erosion and foliage growth have introduced risk to the security of the property.

Financial Impact: Unknown

Status: Fence contractor providing assessment of work to be done, cost estimate and timeline. Requesting City of Kent to clear foliage on outside perimeter of fence.





MEETING MINUTES

MEETING: VCC Administration Board Meeting
LOCATION: VCC Board Room
DATE: Friday, June 3, 2016

MEMBERS: Chair Mayor Ferrell, *City of Federal Way*
Mayor Backus, *City of Auburn*
Mayor Cooke, *City of Kent*
Mayor Law, *City of Renton*
Mayor Ekberg, *City of Tukwila*

VCC STAFF: Lora Ueland, *Executive Director*
Yvonne Carslay, *Training Manager*
Vonnie Mayer, *Operations Manager*
Kristin Meitzler, *Technical Services Manager*
Mary Sue Robey, *Administrative Services Manager*

Welcome and Introductions. Chairperson Mayor Ferrell called the meeting to order at 1003 hours. Introductions not necessary, there were no new attendees for this meeting.

Report from Chair. Mayor Ferrell added executive session to the agenda citing to evaluate a complaint brought against a public employee.

Report from Any Member. None

Report from OPS Board. In Chief Church's absence Director Ueland reported at the last Operations Board meeting they discussed the PSERN coverage design. The request for Valley Com to dispatch for the King County Airport, preparation for the 4th of July reminding agencies to please supply staffing plans to Valley Com by July 1, and lastly approval for recommendation to this Board for payroll and vouchers submitted.

Report from Executive Director.

Personnel Report.

Three trainees from the recent Call Receiver Academy has passed one on one training and are now working on their own. HR has extended conditional offers to 4 applicants for the new Academy scheduled to begin on July 11th, with the hopes to have a full academy of 10. Recruitment efforts continue to in an effort to fill the 9 vacant positions plus 4 over hires currently at Valley Com. Executive Ueland asked the Board to help solicit candidates by



ensuring the Valley Com web site link is posted on the employment pages of their city websites and to share their special interest group contacts with Valley Com.

King County Airport.

Executive Director Ueland recently met with the King County Airport Director, Randall Berg and his team. They have narrowed their request to provide 911 and fire dispatch services only and will not include crash phones or FAA, Custom or TSA interfaces. She explained the call load will be less than 500 annually and that VCC is most likely going to lose North Highline Fire in a potential Seattle annexation. This move will have to be bargained with VCCEA. *Mayor Cooke moved to allow Executive Director Ueland to continue discussions with the Airport. Mayor Backus seconded motion passed.*

King County E-911 Strategic Plan Scoping Committee.

The final report was delivered to the King County Council on May 26th. The RFP for a facilitation consultant for strategic planning is planned to be issued June 7th, with a start date of the new consultant set for August 15th. The KC County Executive will confirm the members of the new LG leadership and Staff Planning Group with an expected goal of completing the strategic plan by the end of December 2017.

E-911 Office.

The E-911 office has announced Program Manager Marlys Davis in now on an Executive Loan Program to the State 911 office and has named Kathy Lombardo as the Interim Program Manager. The PSAPs continue to work with the E-911 Office through the Interim Advisory Group providing input on the 2017/18 budget, focusing on voluntarily trimming the budget while preserving the amounts distributed to the PSAPs.

Arbitration.

Valley Com and VCCEA is going to arbitration over scheduled sick leave requiring a doctor's note. A note turned in was not accepted, went through the grievance process and is now at arbitration awaiting a hearing schedule date. The agreed upon SOP between VCC and VCCEA has been changed to be clear for future reference. The cost of arbitration will be approximately \$15k per side.

PSERN.

VCC has concerns and has raised questions as to the coverage and communication ability of the tower design proposal from Motorola in the event the sub-regions are not able to communicate when in site-trunking. 97% of the coverage is no issue it's the 3% that is the concern. 6-8 of the towers face the north, when in site-trunking Valley Com will not be able to communicate with responders. Valley Com recently met with the PSERN project, King County CIO and Motorola to discuss the concerns. Valley Com's IT staff has been tasked by the PSERN to gather information to assist PSERN in a resolution. Valley com has requested the project engage an independent 3rd party to review and provide comment on the final design as proposed. Both Seattle and EPSCA supports this request.

Pulse Point.



Executive Director Ueland discussed the smartphone app that alerts subscribers to CPR events in your area that the user can respond to. At the March Ops Board meeting discussion and consideration was given to VCC implementing this project and was decided not to implement in 2016 due to cost and projected prioritizations. The cost is free to the public and would cost Valley Com \$10k to implement and \$28k for annual maintenance fees and would include an interface to CAD. There were some State funds set aside to assist in a pilot project in King County but wouldn't cover all costs. Recently, media has been promoting Pulse Point, Seattle Fire has implemented and NORCOM is in the process of implementing. A former Fire Chief has tweeted that Valley Com needs to implement. Executive Director Ueland is concerned this may become a political issue and would like to take another look at the impacts to implement the program. The Board asked the discussion be brought back to the Ops Board in July and this Board would discuss it again in August.

Action Items by Consent. *Mayor Law moved to accept the minutes from the May 6, 2016 meeting and voucher approval. Mayor Cooke seconded. Motion passed.*

At 1039 hours, Mayor Ferrell requested the Board to move into Executive Session under RCW 42.30.110(1)(f) for the purpose of evaluating a complaint brought against a public employee. It is expected the Executive Session will last no more than 20 minutes with no action from the Board upon re-convening. Executive Director Ueland requested that Vonnie Mayer remain for the Executive Session.

At 1054 Mayor Ferrell convened the general meeting.

Mayor Ferrell stated the next scheduled meeting will be July 1, 2016.

With no further business, Mayor Ferrell adjourned the meeting at 1054.

Respectfully submitted,

Mary Sue Robey,
Administrative Services Manager



VALLEY COMMUNICATIONS CENTER

RESOLUTION NO. 123

A RESOLUTION of the Valley Communication Center
Administration Board affirming the Employee Wellness Program.

RECITALS

WHEREAS, Valley Communications Center recognizes that employee health is related to lifestyle decisions and that illnesses and injuries can be prevented by positive individual health practice; and

WHEREAS, Valley Communications Center further recognizes that improvements to employee health, achievable through active workplace health promotion programs and activities, can result in better morale, reduced absenteeism, and enhanced productivity and performance; and

WHEREAS, Valley Communications Center wishes to create and maintain an Employee Wellness Program aimed at preventing illnesses and injuries and promoting better morale, reduced absenteeism, and enhanced productivity and performance among employees;

NOW THEREFORE RESOLVED BY THE ADMINISTRATION BOARD OF VALLEY COMMUNICATIONS CENTER AS FOLLOW:

That the Administration Board of Valley Communications Center hereby affirms and expresses their support of the Valley Communications Center Employee Wellness Program.

Effective Date: This resolution shall take effect immediately upon its passage and adoption.

PASSED at a regular meeting of the Valley Communications Center Administration Board on the 5th day of August, 2016

CONCURRED by the Chairperson of the Valley Communications Center Administration Board on this 5th day of August, 2016

Jim Ferrell, Chairperson, Administration
Board, Valley Communications Center

ATTEST:

*Valley Communications Center –
Employee Wellness Program (2016)*

Secretary

APPROVED TO AS FORM:

Pacifica Law Group



MEMORANDUM

TO: VCC Administration Board
THROUGH: VCC Finance Committee
VCC Operations Board
FROM: Lora Ueland, Executive Director
DATE: July 14, 2016
SUBJECT: **Deputy Director Staff Request**

ISSUE: Establish a new position of Deputy Director.

BACKGROUND: The Executive Director is supported by six direct reports, one of which is the Operations Manager who fills the duties of both a Deputy Director and Operations Manager. In addition to being responsible for all Com Room operations, the Operations Manager assumes responsibility for the Center in the absence of the Executive Director and is part of the Executive Leadership Team. The Operations Manager has 9 Supervisor direct reports and, as Operations is the core mission of this Center, is involved with nearly every decision and project.

HISTORY: At the formation of VCC in 1977, there were three Administration positions to provide support for the ~25 employees; Director, Deputy Director and an Administrative Secretary. As of today, there are 18 administrative positions to provide support for VCC's mission and 130 employees. The current Organization Chart reflects the Executive Director with six department manager direct reports: Operations, Finance, Human Resources, Technology, Training and Administrative Services.

In 1986, the position of Deputy Director was re-named Operations Manager. The position was again re-named Deputy Director in 2001 and continued to supply the responsibilities of both Operations Manager and Deputy Director. In 2010, anticipating the need for additional Executive level capacity, the Administration Board approved funding an Operations Manager position while specifying the Deputy Director position on the org chart as an unfunded position. As the sitting Deputy Director was retiring, a process was held resulting in the hiring of an Operations Manager while the unfunded Deputy Director position was to remain vacant until time the Board chose to fund it.

DISCUSSION: Valley Com is a respected and well-known partner in the County and beyond and involvement in regional efforts has increased significantly since 2010 requiring an external focus and presence. The Executive Director represents Valley Com and the owner cities on Boards and committees including Public Safety Emergency Radio Network Joint Board (PSERN), Regional Communications Board (RCB), the KC Regional E-911 Strategic Planning Committees, Community Connectivity Consortium (C3) and others, as well as participating in frequent meetings with other PSAPs in the region. Typically over 60% of the work week is dedicated to these external efforts by way of prep time to review or create materials, coordinate with stakeholders, travel and attend meetings, and follow up. The rest of the time is spent in one-on-one meetings with



direct reports and attending to internal matters which leaves little time for future-focused planning and strategizing.

The Operations Manager currently is responsible for all operational elements of the Center including 9 Supervisor direct reports and 103 com room staff. The Operations Manager is involved with all elements of the com room including hiring, scheduling, evaluating, coaching, discipline and labor issues. As the person responsible for the Center in the absence of the Executive Director, the Operations Manager is involved/aware of all executive level issues. The five other department heads require the Operations Manager involvement in most projects and decisions as ultimately all work impacts Operations in some manner due to the nature of our core mission.

Valley Com has experienced increased demands on the time of both the Executive Director and the Operations Manager. The addition of a Deputy Director would relieve pressure and be able to take on tasks that would benefit all departments, including com room personnel. Specifically, the Deputy Director will be responsible for:

- Data collection, analyzing data and making data driven recommendations/decisions
- Assist in strategic planning and overall organizational effectiveness
- Internal coordination among departments
- Supervise two direct reports; Operations Manager and Training Manager
- Coordinate and liaison with agencies on shared projects and interests

Adding this position will allow the Operations Manager to provide sole focus on the com room operations and personnel. The hybrid approach of duties we have been requiring of the current Operations Manager is not sustainable given the size of Valley Com's staff and workload. Below are other stand-alone 911 Centers and their organizational structure.

Agency	Employee Count	2015 911 Annual Calls	Executive Director	Deputy Director	Operations Manager
NORCOM (Bellevue)	82	176,100	X	X	X
CENCOM (Kitsap County)	76	300,000	X	X	X
T-Comm (Thurston County)	65	235,000	X	X	
CRESA (Clark County)	81	405,934	X	X	X
SNOPAC (Sno County)	113	600,030	X	X - Ops Mgr functions as DD	X – has 2 FTE directly supporting Ops
Valley Com	130	440,581	X		X

RECOMMENDATION: The time has come to fund the Deputy Director position the Admin Board envisioned would be needed in 2010. I recommend the funding for the position of Deputy Director be approved in the 2017/18 budget.





MEMORANDUM

TO: VCC Administration Board
THROUGH: VCC Finance Committee
VCC Operations Board
FROM: Mary Sue Robey, Administrative Services Manager
THROUGH: Executive Director Lora Ueland
DATE: July 1, 2016
SUBJECT: Public Records Specialist Staff Request

Issue: VCC requests authorization to hire a part-time (.5 FTE) Public Records Specialist.

History: Valley Com has one full time position dedicated to public records. The Public Records Specialist (PRS) reports to the Admin Services Manager and is responsible for handling all requests for public records, testifying in court as to validity of records and overseeing retention of the public records. Over the past 20 years, Valley Com has seen this position grow from a part time position to the more than full time position it is now. In 2014, 4209 records were produced, in 2015 a total of 4714 requests were identified. As of June 30th, 2016 Valley Com is at 2260 requests for the year.

Along with the increase in number of requests, the type of requests are also changing and becoming more complex. In addition to request for 911 phone calls and dispatched incidents, we are seeing increased requests for CAD messaging, how many times police have been to a specific address, email searches within Valley Com employees, employment history and broad requests relating to the administrative business of Valley Com. Requests for information are received from City prosecutors and police agencies, many wanting all domestic violence 911 calls and/or DUI incidents, just in case they may be needed in court. It is anticipated requests will continue to increase as they have over the years but at a higher rate due to Next Generation 911 (NG911) technology which will include photos, videos and text messages. Each Public Records request requires time to log the request, search for data amongst different systems (CAD, 911 recordings, radio recordings, email servers, etc) and then compile and deliver the request. As each event is unique, the amount of time necessary to produce one request can range from 10 minutes to several months.

Several years ago, Valley Com implemented the ability for agencies and City Attorneys to remotely access our recording system and CAD systems. The purpose was so they could review the record and determine if a certified recording was necessary and, if so, they would make the request to VCC. When asked why this feature was not being used, the answer was they did not have time or personnel to review the information. To ensure they have what they need in case it is relevant, the fall back is to ask VCC to provide the information. VCC's PRS appears in court when called by City Attorneys to testify to the validity of the recording. One of the owner cities attorney's office has requested the PRS coordinate her vacation time with them in order to not miss important court dates. Court appearances require time away from fulfilling requests and attending to retention.



The Public Records Specialist (PRS) is also responsible for Valley Com's records retention which includes destruction of records in accordance with Washington State retention laws. Due to workload, the PRS has not been able to keep current with destroying records past their retention dates. This exacerbates the workload as if a record exists, it must be produced if requested, regardless if it was scheduled for destruction.

Discussion: Below is the number of requests and personnel involved in producing the records from comparable cities/agencies.

City/Agency	# of FTEs	# of Requests per Year
City of Auburn	9	3,378
Federal Way Police	11	4,200
City of Federal Way	2.5	300
Renton Police	2	2,187
City of Tukwila	5	87
NORCOM	1	1,500
T-COMM (Thurston County)	5	2,940
CENCOM (Kitsap County)	2	603
SNOCOM	1	2,162
SNOPAC	1.5	3,382

With the Administrative Services department running as lean as it does (Manager, Public Records Specialist, and Administrative Assistant to support 130 employees) there is no existing support available to help with public records without paying overtime. We believe a part-time PRS is adequate to allow capacity to fulfill public records request and to attend to destruction of records.

Producing public records is a critical customer service position that owner/contract agencies and citizens rely very heavily on for investigations and court proceedings. Request made under the Public Records Act are a priority, however requests made by City Attorneys for information that may be needed in court are also important. Adding a part-time Public Records Specialist will allow VCC to continue to augment the staff of our agencies/cities and is more cost effective than each agency having to add personnel to review and evaluate recordings for use in court.

Recommendation: Authorize the funding for a part-time Public Records Specialist in the 2017/18 budget.





MEMORANDUM

TO: VCC Administration Board
THROUGH: VCC Finance Committee
VCC Operations Board
FROM: Kristin Meitzler – Technical Services Manager
DATE: June 14, 2016
SUBJECT: **Technical Services Department 3 New Positions Staff Request**

ISSUE:

Establish 3 new FTE positions (Project Administrator/Manager, System Administrator, Network Administrator) within the Technical Services Department in the 2017-2018 budget.

BACKGROUND:

The Technical Services Department span and magnitude of responsibility has steadily climbed over the last several years. The department is not solely information technology. It has diversified well outside the standard definition of information technology that already incorporated radio and paging communication services.

In addition, the Technical Services Department has expanded in to the area of public works and facilities. While at the same time, business requirements have demanded the availability of more information to make better informed business decisions.

As a Department, we have reorganized duties in an attempt to gain efficiencies and direct resources to the most critical need. We have already repurposed an existing FTE position Communications System Administrator (renamed Project Administrator) to split their attention on facilities, project management, radio, and paging. However, with that adjustment we now have an even greater need in the information technology area.

BUSINESS IMPACTS:

Additional Workload

- Increase in RFP development, public works bidding, and procurement.
- Increase in facility projects and maintenance.
- Increase in mandated security regulations both from a process and technical perspective (CJIS, etc.).
- Increase in technical involvement for legal discovery & public disclosure requests.

- Increase in the number of technical and overall projects for Valley Com.
- Increased size and complexity of projects.
- Increased demand for participation in regional initiatives and vetting those solutions for viability.
- E911 office allocating time and projects for VCC resources that we allocated for other projects. Resulting in resources being double booked.
- Technology lifecycles and support cycles are shorter i.e. software upgrades, patching, security fixes, and support cycles.
- Business requirements are driving the use of more technology usage to reduce operational costs.
- More data and intelligent information is being used and requested to improve the quality of service.
- Technology areas are becoming more specialized and the generalist technical employee cannot be effective in today's technological world. Valley Com does a remarkable job with the resources we have.
- Overall more systems, users, and applications to support and maintain.

Workload that is not able to be performed

- System Administration (reviewing log files, checking system health, monitoring), this is creating security risks and liability for system failures.
- Valley Com is not able to entertain doing the projects that are being asked of us.
- Valley Com does not have adequate resources for IT project management (CAD, Infrastructure, storage, Database, Security). That work is being done by the Technical Services Manager which then results in other tasks not being completed.
- System Security not being addressed adequately.
- Process and policies not being touched creating liability with represented staff.
- Project and Strategic Planning is not being performed.
- Cyber-security issues are not being addressed for the level of threat in today's environment.
- Product and Project research and assessment, vetting regional initiatives, agency requests, and departmental requests.

E911 Office Impact

E911 office has placed more 911 phone work demands on Valley Com's System Administrator. This position was originally hired for Valley Com's system administration work. Now that resource has been diverted over to phone maintenance and projects for the majority of their time for the e911 office. So the original system administration scope of work is going undone and stretching the one system administrator beyond capacity. In 2015, from July to December of 2015, the e911 office work accounted for 913 hrs. That is approximately 130 hours per month, which is over 80% of an FTE's time.

CAD

Since the deployment of the Tiburon CAD system in 2014, the number of Valley Com end users has increased substantially. In addition, the amount of overhead to maintain the Tiburon system is much greater than the previous system. The CAD environment alone is comprised of 38 servers that have to be maintained and monitored. This directly impacts the workload of the system and network administrators to provide effective customer support, maintenance, and security to our customers.

	PRC (As of March 2014)	Tiburon/TriTech (Today)	% Increase over 2 year period
Station Terminals	767	1283	67%
Mobile Clients	618	1089	76%

Figure 1: End user counts for PRC and Tiburon CAD systems.

Facilities

Valley Com's facility is now approaching 15 years old and is now really demonstrating its age. Valley Com is experiencing an increased workload in facility, maintenance, and public works projects.

On call availability

The systems that the Technical Services Department are asked to maintain and support are extremely diverse. With these systems being so specialized, requires very specialized knowledge and skill sets (infrastructure, virtualization, storage, networking, CAD, HVAC, power systems, radio, paging etc.) With the personnel that we have and our department's scope so broad, providing effective support is increasingly difficult.

Helpdesk

Figure 2 shows the helpdesk ticket trends since 2010. The department substantially increased the number of tickets we resolved over the 5 year period. While keeping the amount of time spent to resolve those tickets relatively flat. This highlights the efficiencies that we have realized by making internal changes, but we have reached the point of diminishing returns.

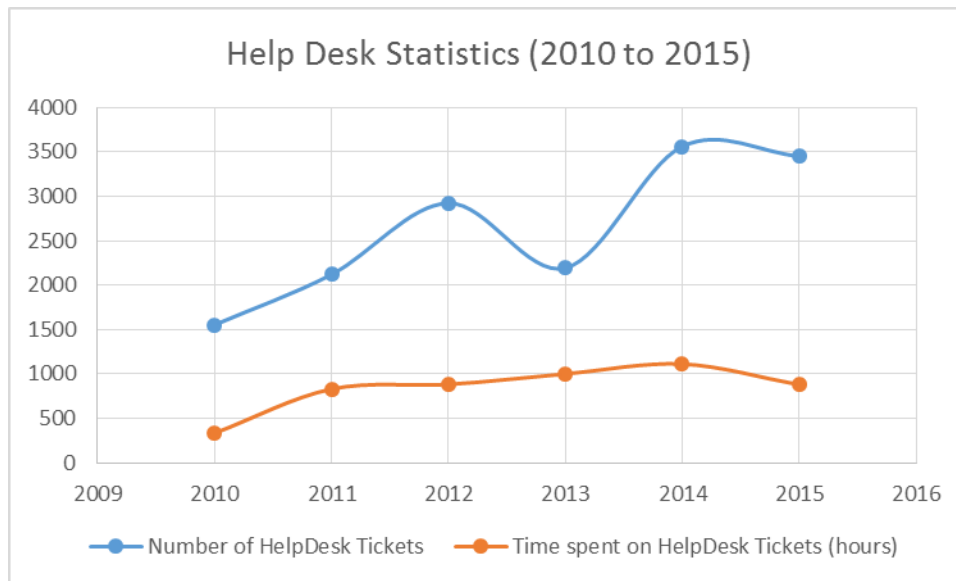


Figure 2: Helpdesk trend for number of tickets and time expedited.

REGIONAL 911 CENTERS COMPARIBLES:

Below is a brief comparison of other 911 centers in the region that compares their PSAP’s size and activity level to their Information Technology department staffing levels. In most cases this is just comparison of Information Technology departments. In Valley Com’s case the services provided are beyond traditional information technology.

	Valley Com	NORCOM	SNOCOM	SNOPAC	TCOMM
Number of IT Department FTEs	7	10	5	10	4
911 Call Volume	440,581	176,100	163,195	600,030	235,000
Number of Floor Positions	40	16	15	27	20
Information Technology	X	X	X	X	X
Radio	X				
Paging	X				
Facilities	X			X	

Figure 3: Regional PSAP Comparable IT Department Staffing Levels

IT Infrastructure Snapshot

Below is a snapshot of Valley Com’s hardware in place that needs to be supported.

Environment	Physical Servers	Virtual Servers	Virtual Workstations	Physical Workstations	Laptops	Endpoints (Thin Clients)
CAD	32	6	7	76	0	0
Other	29	28	45	54	34	100
Total	61	34	52	130	34	100

Figure 4: Helpdesk trend for number of tickets and time expedited.

Radio & Paging

Valley Com is responsible for operating and maintaining the radio and paging sites listed below. The resources to accomplish this are a mixture of Project Manager, System Administrator, and Network Administrator.

Valley Com owns, operations, and maintains 3 Radio sites:

- McDonald
- Skyway
- Cambridge

Valley Com owns, operations, and maintains 13 Paging sites:

1. Cambridge
2. Federal Way
3. Lakeland Hills
4. Maury Island
5. McDonald
6. Port of Seattle
7. Rolling Hills
8. Skyway
9. Squak
10. Top Hat
11. Valley Com
12. Vashon Island

RECOMMENDATION:

We have reached a higher level of criticality to fund the 3 Technical Services Department positions. I recommend the funding for the Project Administrator/Manager, System Administrator, and Network Administrator positions.

The department is looking at a phased approach for the 3 FTE requests. With current replacement projects Valley Com is already committed to, we believe hiring the Project Administrator/Manager for January 2017 we can have them productive, with very little ramp up time. The System Administrator we would start July of 2017 and the Network Administrator would start January of 2018.

**FINANCIAL SUMMARY - ALL FUNDS
2017-2018 BIENNIAL BUDGET**

	Fund 501 Operating	Fund 502 Eq. Replc	Fund 503 Contingency	Fund 504 800 MHz	Fund 505 E-911 Escrow	Fund 507 Health Ins.	Total All Funds
Resources							
Beginning Fund Equity	\$ 467,539	\$ 8,834,882	\$ 1,957,009	\$ 3,820,400	\$ 1,059,788	\$ 454,313	\$ 16,593,931
<i>Revenues</i>							
Revenue from Owner Agencies	30,894,857						30,894,857
Revenue from Contract Agencies	5,390,049						5,390,049
Netmotion Revenue	84,788						84,788
800 MHz Radio Revenue				1,094,232			1,094,232
E-911 Revenue	-				4,570,517		4,570,517
KC EMS Revenue	320,000						320,000
Miscellaneous Revenues	196,369			153,185		-	349,555
Interest Earnings	3,000	20,000	6,000	8,500	20,000	500	58,000
<i>Transfers In</i>							
From Operations		3,394,033	257,675			-	3,651,708
From E-911 Escrow	2,835,655	1,446,000					4,281,655
From Healthcare Insurance	454,813						454,813
Total Resources	\$ 40,647,071	\$ 13,694,915	\$ 2,220,684	\$ 5,076,317	\$ 5,650,305	\$ 454,813	\$ 67,744,105
Uses							
<i>Expenditures</i>							
Salaries	\$ (22,754,164)			\$ (104,765)			\$ (22,858,929)
Benefits	(8,245,028)			(35,627)		-	(8,280,655)
Supplies	(372,652)			(10,000)			(382,652)
Professional Services	(5,062,548)			(1,105,525)	\$ (1,200)		(6,169,273)
Capital Outlays	(93,432)	\$ (3,054,340)		(1,681,508)			(4,829,280)
<i>Transfers Out</i>							
For Operations					(2,835,655)	\$ (454,813)	(3,290,469)
For Equipment Replacement	(3,394,033)				(1,446,000)		(4,840,033)
For Contingency	(257,675)						(257,675)
Total Uses	\$ (40,179,532)	\$ (3,054,340)	-	\$ (2,937,425)	\$ (4,282,855)	\$ (454,813)	\$ (50,908,965)
<i>Fund Equity</i>							
Unrestricted	\$ 467,539				\$ 1,367,450		\$ 1,834,989
Designated			\$ 2,220,684			(0)	2,220,683
Restricted for Operations				\$ 670,847			670,847
Restricted for Equipment Replacement		\$ 10,640,575		1,468,045			12,108,620
Ending Fund Equity	\$ 467,539	\$ 10,640,575	\$ 2,220,684	\$ 2,138,892	\$ 1,367,450	(0)	\$ 16,835,140
Change in Fund Equity	0	\$ 1,805,693	\$ 263,675	\$ (1,681,508)	\$ 307,662	\$ (454,313)	\$ 241,209

Funding Formula

	RECOMMENDED By Finance Committee				RECOMMENDED By Finance Committee			
	2016		2017 Budget Options		2018 Budget Options		2018 Budget Options	
	Adjusted Budget	CORE	Option #1	Option #2	CORE	Option #1	Option #2	Option #2
Operational Costs	\$ 2,127,008	\$ 2,965,542	\$ 2,965,542	\$ 2,965,542	\$ 2,563,090	\$ 2,563,090	\$ 2,563,090	\$ 2,563,090
Personnel Costs	14,184,777	14,648,608	15,056,583	15,056,583	15,290,635	15,942,609	15,942,609	15,942,609
Plus:								
Transfer to Equipment Replacement	1,645,576	1,575,000	1,575,000	1,575,000	1,819,033	1,819,033	1,819,033	1,819,033
Transfer to Contingency	103,859	153,689	179,287	179,287	25,749	78,388	78,388	78,388
Minus:								
Miscellaneous Revenues	238,632	312,910	312,910	312,910	291,248	291,248	291,248	291,248
Transfer from E911 Escrow Account	1,430,240	1,524,418	1,524,418	1,256,432	1,590,968	1,311,237	1,031,506	1,031,506
Total Expenditures to be funded by Agencies	\$ 16,392,348	\$ 17,505,511	\$ 17,939,084	\$ 18,207,070	\$ 17,816,292	\$ 18,800,635	\$ 19,080,367	\$ 19,080,367
Overall calls for service (12 mo. actual)	458,531	492,522	492,522	492,522	492,522	492,522	492,522	492,522
CONTRACT AGENCY REVENUE								
Baseline rate (total exp divided by calls)	\$ 36.30	\$ 35.54	\$ 36.42	\$ 36.97	\$ 36.17	\$ 38.17	\$ 38.74	\$ 38.74
Add: Admin Surcharge	4.36	4.27	4.37	4.44	4.34	4.58	4.65	4.65
Contract Agency Rate	\$ 40.65	\$ 40.65	\$ 40.79	\$ 41.40	\$ 40.51	\$ 42.75	\$ 43.39	\$ 43.39
Prior Year's Rate	\$ 40.65	\$ 40.65	\$ 40.65	\$ 40.65	\$ 40.65	\$ 40.79	\$ 41.40	\$ 41.40
Increase/(Decrease) %	0%	0%	0%	2%	0%	5%	5%	5%
Total Contract Agency Revenue	\$ 2,530,755	\$ 2,622,555	\$ 2,631,826	\$ 2,671,142	\$ 2,613,811	\$ 2,758,223	\$ 2,799,262	\$ 2,799,262
OWNER AGENCY REVENUE								
Total Expenditures	\$ 16,392,348	\$ 17,505,511	\$ 17,939,084	\$ 18,207,070	\$ 17,816,292	\$ 18,800,635	\$ 19,080,367	\$ 19,080,367
Less: Transfer in from ERR	-	-	-	-	-	-	-	-
Less: Transfer in from Healthcare Ins	-	(454,813)	(454,813)	(454,813)	-	-	-	-
Less: Contract Agency Revenue	(2,530,755)	(2,622,555)	(2,631,826)	(2,671,142)	(2,613,811)	(2,758,223)	(2,799,262)	(2,799,262)
Owner Agency Contribution	\$ 13,861,593	\$ 14,428,143	\$ 14,852,445	\$ 15,081,115	\$ 15,202,480	\$ 16,042,412	\$ 16,281,104	\$ 16,281,104
% increase (decrease) from prior year	15%	4%	7%	9%	5%	8%	8%	8%
Owner Agency CFS Rate	\$ 34.98	\$ 33.71	\$ 34.70	\$ 35.24	\$ 35.52	\$ 37.48	\$ 38.04	\$ 38.04
% increase (decrease) from prior year	8%	-4%	-1%	1%	5%	8%	8%	8%
Renton Fire	\$ 513,432	\$ 521,125	\$ 536,450	\$ 544,710	\$ 549,093	\$ 579,430	\$ 588,052	\$ 588,052
Renton Police	2,216,593	2,404,881	2,475,604	2,513,719	2,533,948	2,673,948	2,713,733	2,713,733
Renton Total	\$ 2,730,025	\$ 2,926,007	\$ 3,012,054	\$ 3,058,428	\$ 3,083,041	\$ 3,253,378	\$ 3,301,785	\$ 3,301,785
Tukwila Fire	\$ 190,989	\$ 194,305	\$ 200,019	\$ 203,099	\$ 204,733	\$ 216,045	\$ 219,259	\$ 219,259
Tukwila Police	1,015,006	1,065,594	1,096,931	1,113,820	1,122,783	1,184,817	1,202,445	1,202,445
Tukwila Total	\$ 1,205,995	\$ 1,259,900	\$ 1,296,951	\$ 1,316,919	\$ 1,327,517	\$ 1,400,862	\$ 1,421,705	\$ 1,421,705
Kent Fire RFA	\$ 807,296	\$ 846,226	\$ 871,111	\$ 884,523	\$ 891,641	\$ 940,904	\$ 954,904	\$ 954,904
Kent Police	2,955,626	3,022,654	3,111,544	3,159,449	3,184,875	3,360,838	3,410,844	3,410,844
Kent Total	\$ 3,762,922	\$ 3,868,879	\$ 3,982,655	\$ 4,043,972	\$ 4,076,516	\$ 4,301,742	\$ 4,365,747	\$ 4,365,747
Valley Regional Fire Authority	\$ 389,884	\$ 405,162	\$ 417,077	\$ 423,499	\$ 426,907	\$ 450,493	\$ 457,196	\$ 457,196
Auburn Police	2,828,527	2,844,698	2,928,354	2,973,440	2,997,369	3,162,972	3,210,033	3,210,033
Auburn Total	\$ 3,218,411	\$ 3,249,860	\$ 3,345,432	\$ 3,396,938	\$ 3,424,275	\$ 3,613,465	\$ 3,667,229	\$ 3,667,229
South King Fire & Rescue	\$ 627,151	\$ 653,235	\$ 672,445	\$ 682,798	\$ 688,293	\$ 726,321	\$ 737,128	\$ 737,128
Federal Way PD	2,317,089	2,470,262	2,542,908	2,582,059	2,602,838	2,746,644	2,787,510	2,787,510
Federal Way Total	\$ 2,944,240	\$ 3,123,497	\$ 3,215,353	\$ 3,264,857	\$ 3,291,131	\$ 3,472,965	\$ 3,524,639	\$ 3,524,639
Owner Agency Total	\$ 13,861,593	\$ 14,428,143	\$ 14,852,445	\$ 15,081,115	\$ 15,202,480	\$ 16,042,412	\$ 16,281,104	\$ 16,281,104
% Increase (decrease) from prior year	15%	4%	7%	9%	5%	8%	8%	8%
Owner Agency CFS Rate	\$ 34.98	\$ 33.71	\$ 34.70	\$ 35.24	\$ 35.52	\$ 37.48	\$ 38.04	\$ 38.04
% Increase (decrease) from prior year	8%	-4%	-1%	1%	5%	8%	8%	8%
Owner & Contract Agency Contributions	\$ 16,392,348	\$ 17,050,698	\$ 17,484,271	\$ 17,752,257	\$ 17,816,292	\$ 18,800,635	\$ 19,080,367	\$ 19,080,367
Beginning Fund Equity	\$ 468,039	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539
Ending Fund Equity	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539	\$ 467,539
Increase/(Decrease)	\$ (500)	\$ 0	\$ 0	\$ 0	\$ 0	\$ (0)	\$ (0)	\$ (0)

2017

- \$839K increase in operational costs is mostly due to an increase in professional services (Legal \$393K, Hardware/software maint \$274K, Prof serv projects \$106K) & CAD eCBD interface \$78K.
- \$872K increase in salary costs is due to 3 FTE new positions at \$408K; \$457K increase in overtime; wages increase \$210K (2%) offset by \$204K decrease in benefits - medical.
- One time transfer from Healthcare Insurance Fund of accumulated reserves to close out fund.

2018

- \$403K decrease in operational costs is mostly due to one time costs in 2017 (\$331K in lawsuit & CAD eCBD interface \$78K).
- \$886K increase in salary costs is due to 1.5 FTE new positions at \$244K; \$368K in wages (3%); \$274K in benefits (7%); \$210K net medical/dental/vision & \$48K PERS).

**OWNER IMPACT SUMMARY
2017 BUDGET - OPTION 1**

Owner Agency	Call Volume	Call for Service Contribution	800 MHz Fund	Contribution + 800 MHz
Kent Police	89,666	\$ 3,111,544	\$ 104,525	\$ 3,216,069
Kent Fire RFA	25,103	871,111	36,469	907,580
Kent Total	114,769	\$ 3,982,655	\$ 140,994	\$ 4,123,649
Apportionment	27%			
Renton Police	71,340	\$ 2,475,604	\$ 68,096	\$ 2,543,700
Renton Fire	15,459	536,450	23,965	560,416
Renton Total	86,799	\$ 3,012,054	\$ 92,061	\$ 3,104,116
Apportionment	20%			
Auburn Police	84,387	\$ 2,928,354	\$ 72,412	\$ 3,000,766
Valley Regional Fire	12,019	417,077	20,425	437,502
Auburn Total	96,406	\$ 3,345,432	\$ 92,836	\$ 3,438,268
Apportionment	23%			
Tukwila Police	31,611	\$ 1,096,931	\$ 46,327	\$ 1,143,258
Tukwila Fire	5,764	200,019	11,749	211,768
Tukwila Total	37,375	\$ 1,296,951	\$ 58,076	\$ 1,355,027
Apportionment	9%			
Federal Way PD	73,280	\$ 2,542,908		\$ 2,542,908
South King Fire & Rescue	19,378	672,445		672,445
Federal Way Total	92,658	\$ 3,215,353		\$ 3,215,353
Apportionment	22%			
Total Police	350,284	\$ 12,155,341	\$ 291,360	\$ 12,446,701
Total Fire	77,723	2,697,104	92,608	2,789,711
2017 Grand Total	428,006	* \$ 14,852,445	\$ 383,968	\$ 15,236,413
2016 Totals	396,276	\$ 13,861,593	\$ 658,910	\$ 14,520,503
Increase (Decrease) from 2016	8%	7%	-42%	5%

* Owner agency equivalent call rates:

2014: \$29.48

2015: \$32.50

2016: \$34.98

2017: \$34.70

Personnel Costs

Operating Fund (501):

Existing Personnel Costs:

Salaries	2014 FTE	2015 FTE	2016 FTE	2017 FTE	2018 FTE	2014 Adj. Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Change Over Prior Year	
											2017	2018
Administration	16.8	17.5	17.5	17.5	17.5	\$ 1,469,760	\$ 1,650,049	\$ 1,732,551	\$ 1,792,940	\$ 1,853,900	3%	3%
Supervisor	9.0	9.0	9.0	9.0	9.0	831,716	866,617	909,948	937,920	969,809	3%	3%
Call Receiver	44.0	44.0	44.0	44.0	44.0	2,579,376	2,660,478	2,793,502	2,845,818	2,942,576	2%	3%
Dispatcher	59.0	59.0	59.0	59.0	59.0	4,085,041	4,223,831	4,435,022	4,504,710	4,657,870	2%	3%
Overtime (~14,275 hours)						380,091	270,968	284,517	742,244	767,481	161%	3%
Total Salaries	128.8	129.5	129.5	129.5	129.5	\$ 9,345,984	\$ 9,671,942	\$ 10,155,539	\$ 10,823,632	\$ 11,191,636	7%	3%
Benefits												
Retirement						\$ 812,507	\$ 1,144,224	\$ 1,218,665	\$ 1,420,061	\$ 1,468,343	17%	3%
FICA/Medicare						133,708	138,260	147,255	156,943	162,279	7%	3%
Medical Insurance						1,891,958	2,252,784	2,294,978	1,830,775	2,013,852	-20%	10%
L&I Insurance						52,228	52,409	56,078	57,670	61,707	3%	7%
Life & ADD Insurance						2,377	2,495	2,644	6,714	7,184	154%	7%
Dental/Vision Insurance						215,775	224,003	239,683	269,435	296,378	12%	10%
Unemployment Ins.						49,794	51,490	54,840	51,036.03	54,839	-7%	7%
LT & ST Disability						8,133	8,862	9,394	29,643	31,718	216%	7%
Mobile Device Allowance						-	5,700	5,700	2,700	2,700	-53%	0%
Total Benefits						\$ 3,166,480	\$ 3,880,228	\$ 4,029,238	\$ 3,824,975	\$ 4,098,999	-5%	7%
Total Operating Fund Existing Personnel Costs (501)						\$ 12,512,464	\$ 13,552,170	\$ 14,184,777	\$ 14,648,608	\$ 15,290,635	3%	4%

New Personnel Costs:

	2017 FTE	2018 FTE	2014 Adj. Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2017	2018
Salaries & Benefits									
Deputy Director		1.0	-	-	-	\$ 148,117	\$ 154,609	n/a	4%
Public Records Specialist		0.5	-	-	-	49,755	51,936	n/a	4%
Project Administrator		1.0	-	-	-	143,533	149,824	n/a	4%
System Administrator		0.5	-	-	-	66,570	138,976	n/a	109%
Network Administrator		-	-	-	-	-	156,630	n/a	n/a
Total Operating New Personnel Costs (501)	3.0	4.5	-	-	-	\$ 407,975	\$ 651,974	n/a	60%
Total Operating Fund Personnel Costs (501)			\$ 12,512,464	\$ 13,552,170	\$ 14,184,777	\$ 15,056,583	\$ 15,942,609	6%	6%

E-911 Funds to Support Operational Salaries

	2014 Adj. Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2017	2018
Administrative IT - 3 FTEs	\$ 370,276	\$ 421,074	\$ 463,181	\$ 446,474	\$ 466,043	-4%	4%
Call Receiver - 12/9 FTEs	1,455,695	1,310,534	961,058	1,071,944	839,194	12%	-22%
Total E-911 Funds for Operations	\$ 1,825,970	\$ 1,731,608	\$ 1,424,240	\$ 1,518,418	\$ 1,305,237	7%	-14%

800 MHz Fund (504):

800 MHz	2014 FTE	2015 FTE	2016 FTE	2017 FTE	2018 FTE	2014 Adj. Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2017	2018
Salaries	0.5	0.5	0.5	0.5	0.5	\$ 40,170	\$ 44,287	\$ 46,502	\$ 51,507	\$ 53,258	11%	3%
Benefits						16,782	22,031	23,907	17,198	18,430	-28%	7%
Total 800 MHz Fund Personnel Costs (504)						\$ 56,952	\$ 66,318	\$ 70,409	\$ 68,704	\$ 71,688	-2%	4%

Total FTE's	129.3	130.0	130.0	133.0	134.5
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**USER ASSESSMENT CALCULATION
NETMOTION SERVICE
2017 - 2018 Budget**

Expense:	
Remaining Original Net Motion Deployment Costs	\$ 5,290
Staff Support Time	42,888
Software/Infrastructure Mx	36,609
Total Expenses	\$ 84,787

Revenues:	
2017 User Fees	\$ 42,394
2018 User Fees	42,394
Total Revenues	\$ 84,787

Agency	2017			2018			Total 2017-2018
	# of Users	User Based Rate	Total 2017	# of Users	User Based Rate	Total 2018	
City of Des Moines	35	\$17.66	\$ 7,419	35	\$17.66	\$ 7,419	\$ 14,838
KCFD #20	19	\$17.66	4,027	19	\$17.66	4,027	8,055
KCFD #43/Maple Valley	50	\$17.66	10,598	50	\$17.66	10,598	21,197
KCFD #44	18	\$17.66	3,815	18	\$17.66	3,815	7,631
KCFD #47	2	\$17.66	424	2	\$17.66	424	848
KC Medic One	76	\$17.66	16,110	76	\$17.66	16,110	32,219
Total Units	200		\$ 42,394	200		\$ 42,394	\$ 84,787

Notes:

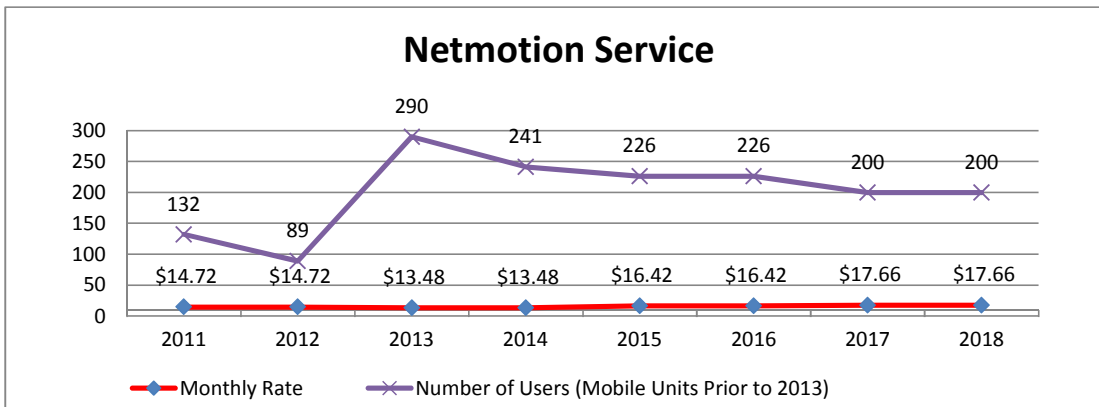
Cost model updated for 2017-2018 budget based on actual LTD expenses and revenues.

Costs are recovered over 2 years through 2018.

User counts are from April 2016 billing.

No new customers and no addition users are added to projections.

Assumes we will not have current customers stop their service.



Unit of measure changed in 2013 from a mobile unit basis to a user basis.

**800 MHz TRUNKED RADIO SYSTEM
2017 USER ASSESSMENT CALCULATION
BASED ON AIR TIME USAGE**

Maintenance and Operations	\$ 647,660
Equipment Replacement Contribution	-
Total Expenditures	\$ 647,660

Public Safety	
Airtime Applied Expenditures	\$ 439,075 a
Non-Public Safety Revenue	108,000 b
Lease Revenue	37,985 c
Reimbursements	57,600 d
Interest Revenue	5,000 e
Total Revenues	\$ 647,660

<i>Public Safety</i>	Number of Radios	Fixed Cost per Month	Fixed Costs	Airtime * Percentages	Airtime Costs	Annual Amount
City of Algona Police	33	\$2.37	\$ 939	0.7%	\$ 3,177	\$ 4,115
City of Auburn Police	264	\$2.37	7,509	14.8%	64,903	72,412
City of Des Moines Police	98	\$2.37	2,787	5.4%	23,569	26,356
City of Kent Police	373	\$2.37	10,609	21.4%	93,917	104,525
City of Pacific Police	51	\$2.37	1,451	0.9%	4,135	5,586
City of Renton Police	279	\$2.37	7,935	13.7%	60,161	68,096
City of Tukwila Police	211	\$2.37	6,001	9.2%	40,326	46,327
Subtotal	1309		\$ 37,230	66.1%	\$ 290,187	\$ 327,417
City of Renton Fire Dept.	247	\$2.37	\$ 7,025	3.9%	\$ 16,940	\$ 23,965
City of Tukwila Fire Dept.	187	\$2.37	5,319	1.5%	6,431	11,749
Kent Fire RFA	317	\$2.37	9,016	6.3%	27,453	36,469
King County Fire District # 20	59	\$2.37	1,678	0.9%	3,767	5,445
King County Fire District # 43	90	\$2.37	2,560	0.8%	3,542	6,102
King County Fire District # 44	153	\$2.37	4,352	0.5%	2,369	6,720
King County Fire District # 47	22	\$2.37	626	0.0%	158	783
Valley Regional Fire	219	\$2.37	6,229	3.2%	14,196	20,425
Subtotal	1294		\$ 36,803	17.0%	\$ 74,854	\$ 111,658
Public Safety Total	2603		\$ 74,034	83.1%	\$ 365,041	\$ 439,075 a
System Overhead Airtime				16.9%	\$ 74,034	
Total Airtime Applied Expenditures				100.0%	\$ 439,075	
Non-Public Safety Rate						
Auburn Emerg Mgmt	18	\$15.00				\$ 3,240
Auburn School District	8	\$15.00				1,440
Cedar River Water District	23	\$15.00				4,140
City of Covington	5	\$15.00				900
City of Kent OEM	62	\$15.00				11,160
City of Maple Valley	10	\$15.00				1,800
Covington Water District	38	\$15.00				6,840
Kent School Risk	326	\$15.00				58,680
Kent School Security	36	\$15.00				6,480
Multicare Health - Covington	2	\$15.00				360
Multicare Health - Auburn	3	\$15.00				540
Renton School District	5	\$15.00				900
SCORE	9	\$15.00				1,620
Soos Creek Water District	41	\$15.00				7,380
Tahoma School District	3	\$15.00				540
Tukwila Public Works	6	\$15.00				1,080
Valley Medical Center	5	\$15.00				900
Non-Public Safety Total	600					\$ 108,000 b
Cambridge Lease						\$ 23,565
Skyway Lease						14,421
Total Lease Revenue						\$ 37,985 c
PSERN Reimbursements						\$ 57,600
Total Reimbursements						\$ 57,600 d
Estimated Interest Revenue						\$ 5,000
Total Interest Revenue						\$ 5,000 e

*Airtime usage is from 2015. No valid 2016 airtime usage available.