

CHEHALIS CITY COUNCIL AGENDA
 CITY HALL
 350 N MARKET BLVD | CHEHALIS, WA 98532

Terry F. Harris, District 1, Mayor Pro Tem Daryl J. Lund, District 2 Dr. Isaac S. Pope, District 4	Dennis L. Dawes, Position at Large Mayor	Anthony E. Ketchum Sr., District 3 Chad E. Taylor, Position at Large Robert J. Spahr, Position at Large
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Regular Meeting of Monday, July 9, 2018
 5:00 p.m.

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| 1. <u>Call to Order.</u> (Mayor)

2. <u>Pledge of Allegiance.</u> (Mayor) |
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SPECIAL BUSINESS		
3. <u>Port of Chehalis Update.</u> (Randy Mueller, Chief Executive Officer)		

CITIZENS BUSINESS		
This is an opportunity for members of the audience to address the council on matters not listed elsewhere on the agenda. Speaker identification forms are available at the door and may be given to the city clerk prior to the beginning of the meeting.		

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**THE CITY COUNCIL MAY ADD AND TAKE ACTION ON OTHER ITEMS NOT LISTED ON THIS AGENDA.
NEXT REGULAR CITY COUNCIL MEETING IS MONDAY, JULY 23, 2018.**

June 25, 2018

The Chehalis city council met in regular session on Monday, June 25, 2018, in the Chehalis city hall. Mayor Dennis Dawes called the meeting to order at 4:30 pm with the following council members present: Terry Harris, Daryl Lund, Dr. Isaac Pope, and Chad Taylor. Councilor Tony Ketchum arrived at 4:33 pm. Councilor Bob Spahr was absent (excused). Staff present included: Jill Anderson, City Manager; Caryn Foley, City Clerk; Bill Hillier, City Attorney; Rick Sahlin, Public Works Director; and Patrick Wiltzius, Wastewater Superintendent.

1. **Executive Session.** Mayor Dawes announced the council would be in executive session pursuant to RCW 42.30.110(1)(i) – Litigation/Potential Litigation for approximately 30 minutes and there would be no decision following conclusion of the executive session.

Mayor Dawes closed the executive session at 5:01 pm and announced the council would take a short recess. Mayor Dawes reopened the regular meeting at 5:03 pm. Additional staff included: Ken Cardinale, Fire Chief; Trent Lougheed, Community Development Director; Brandon Rakes, Airport Operations Coordinator; Chun Saul, Finance Director; and Judy Schave, Human Resources/Risk Manager. Members of the media included Will Rubin of *The Chronicle*.

2. **Consent Calendar.** Councilor Ketchum moved to approve the consent calendar comprised of the following items:

- a. Minutes of the regular meeting of June 11, 2018;
- b. June 15, 2018 Claim Vouchers No. 122676-122834 and Electronic Funds Transfer No. 520181 in the amount of \$360,298.02;
- c. Award bid for the Stan Hedwall 2018 sanitary sewer improvements project to Gill Construction in the amount of \$248,968.20;
- d. Revised Memorandum of Understanding for FEMA Assistance to Firefighters Grant application for personal protective equipment; and
- e. Resolution No. 5-2018, first and final reading -- declaring property to be surplus.

The motion was seconded by Councilor Taylor.

Councilor Lund stated the June 11 meeting minutes stated his street sign was covered with bushes and that he was going to have his landscaper take care of it, and the Fire Chief responded by saying that staff goes around and makes property owners take care of that, but that was not true. Councilor Lund stated the city does not make people cut brush in city right-of-way. He clarified that he was talking about the street sign in city right-of-way, not his house numbers. City Manager Anderson stated it was her understanding that Councilor Lund was correct. Rick Sahlin stated staff does make property owners aware if bushes need to be trimmed back in city right-of-way to give them an opportunity if they would like to take care of it because sometimes the city's trimming of vegetation isn't the same as what a property owner's might be.

3. **Ordinance No. 988-B, Second and Final Reading – Amending Chehalis Municipal Code Titles 17 and 5.32.** City Manager Anderson stated an overview of the proposed amendments was provided at the previous council meeting. During the discussion, Councilor Lund asked about doing some public service announcements to make people aware that their house numbers should be visible from the street. Staff will look at using a utility billing insert and public service announcements to help get the word out.

City Manager Anderson stated that Councilor Spahr had questions about the accessory dwelling units and how that would be enforced. Councilor Spahr wondered if there were any ways to strengthen the requirement. City Attorney Hillier stated he believed the way the ordinance was written was probably the best that could be done. If the city finds that a unit is being occupied incorrectly, the city will act on it.

Mayor Dawes asked about the amendment to require a permit for re-roofing when "hot-work" or "welding" are involved. Chief Cardinale stated these types of re-roofing permits would include torches or flammable materials. Without having this permit, the work can go on and there is no way staff can check it to make sure that when a contractor leaves, they are leaving it in a safe condition. The permit will ensure that the city is aware of the work and once it is completed, it will be inspected.

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Mayor Dawes asked about the city's liability if a fire still occurs after being inspected by the city. Bill Hillier stated it would not add any more liability than usual. He stated there is immunity for governmental entities in this regard.

Councilor Ketchum asked for clarification on what was considered "hot-work." Chief Cardinale stated "hot-work" includes torching and any type of hot work that adheres materials to a surface. The permit will allow the city to ensure that the procedures being used are proper, that contractors have a fire extinguisher on hand, and that the contractor is briefed on what to be looking for to prevent fires. The city will then inspect the work with a thermal imaging camera to make sure there are no hot spots.

Councilor Ketchum moved to pass Ordinance No. 988-B on second and final reading. The motion was seconded by Councilor Pope and carried unanimously.

4. **Strategic Planning Goal – Increase and Optimize Staffing Levels.** City Manager Anderson stated one of the city's strategic planning goals is to increase and optimize staffing levels. She stated the goal recognizes the growing work load, along with the constriction of staff during the last recession.

Judy Schave stated one of the top five goals selected during the strategic planning session was to look at increasing and optimizing staffing levels, both immediate and near-term. There is a challenge to fill positions with either qualified applicants or with current employees who have the necessary skills and required certifications, as well as a desire to take on more challenging positions. The city has the ability to start training current staff to qualify them to test for the necessary certifications, which will give them the opportunity to apply for some of these positions. Ms. Schave stated each member of the management team was asked to evaluate their staffing needs, and 14 positions were submitted for consideration for 2018 to 2020. A cost analysis on the wages and benefits for each position was done and presented to the City Manager to evaluate the financial impact. The administration met with the council budget committee to review the proposals and recommendations, and the committee concurred with the proposed recommendations for positions to be filled in 2018. She stated staff was asking for council direction to hire a Utility Maintenance Worker position for 2018, and also to schedule a work session to discuss the remaining positions submitted for consideration for 2019 and 2020.

The positions recommended for 2018 include:

Water Distribution Operator 1/Meter Reader

- Temporary 18-month position.
- Two long-time employees due to retire -- Water Treatment Plant Operator 1 and a Water Treatment Plant Operator II
- One employee in this department could easily move into the Water Treatment Plant Operator II position
- Another employee is interested in the Operator 1 position, but will require training and certification
- Estimated budget impact for wages and benefits: \$37,555 in 2018, and \$77,406 - 2019
- Funding: 100% Water

Planning/Development Manager

- With transition of current Community Development Director to the public works department and the recent resumption of permitting responsibilities in the Urban Growth Area, the community development department will be in need of a planning/ building manager
- Reallocate remaining 2018 funding for Community Development Director position, as a majority of their time will be dedicated to the utilities
- Additional funding received for overseeing the permitting and development of the UGA could also be used to offset a large portion of the cost of this new position
- Estimated budget impact for wages and benefits: savings of \$2,428 in 2018, and savings of \$4,797 in 2019
- Funding: 60% General Fund; 10% Water; 10% Wastewater; 10% Stormwater; and 10% Airport

Property/Facilities Manager

- Supervisory position eliminated from salary schedule in 2010 due to funding issues related to the economic downturn

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- Maintenance and improvement of facilities high priority to address maintenance deferred during recession and to invest in preventative maintenance
- Reclassify current Property Maintenance Technician II position to a Property/Facilities Manager
- Funding for property maintenance technician II position would be used to offset large portion of financial impact of new position in both 2018 and 2019
- Estimated budget impact for wages and benefits - \$4,256 in 2018, and \$12,484 in 2019
- 100% General Fund

Property Maintenance Worker

- By creating and utilizing current staff to fill Property/Facilities Manager position, this will result in a loss of one maintenance position
- Possible solution would be to hire a full-time, entry level property maintenance worker to offset loss, and consider assigning position to downtown area year-round
- While the addition of this position was generally supported by the Budget Committee, the Administration requests time to consider the request in context of other positions needed and the associated budget impacts and discuss at the proposed work session
- Outstanding collective bargaining agreement with Fire due to settle in September; unknown impact to general fund
- Estimated budget impact for wages and benefits: \$65 in 2018, and \$40,078 in 2019
- 100% General Fund

Ms. Schave stated positions for 2019 and 2020 to be discussed at the council work session include:

- Traffic Control Technician, Street Division
- Judicial Assistant/Sentencing/Monitoring, Municipal Court
- Police Officer, Police
- Receptionist, Police – *New Position*
- Reserve Volunteer Firefighter Program, Fire
- Finance Analyst, Finance – *New Position*
- Engineering Technician II, Public Works
- Administrative Assistant, Public Works Wastewater – *New Position*
- Property Maintenance Worker, Public Works
- Laboratory Assistant, Public Works

Councilor Ketchum asked what would happen if the positions were funded in 2018, but funding was not available in 2019. Ms. Schave stated staff estimated that funding would be available in 2019 for the proposed positions. City Manager Anderson stated the water distribution operator position is a temporary position necessary for succession planning. In terms of general fund impacts, for the planning/development manager position, there would be a temporary time until September 2019 where we would have some funding for an additional position – the community development director. The community development director will transition to public works upon the public works director's retirement, and a majority of those expenses would be reallocated to the utility funds. The property/facilities manager position is necessary position as the person is actually doing the work of the manager now. The administration is asking for this position in order for that person to have the responsibility and authority to manager the work load.

Councilor Pope moved to approve the updated 2018 Salary Schedule to include the addition of a Planning and Building Manager and a Property/Facilities Manager; approve additional funding in the amount of \$41,876 (General Fund \$4,321 and Water \$37,555) to cover the budget impact of the proposed temporary and long-term positions as outlined in the agenda report for 2018; and set July 26, 2018 at 5:00 pm for a work session to review the 2019/2020 requests for staffing needs. The motion was seconded by Councilor Lund and carried unanimously.

5. Administration Reports.

a. **Finance Report.** Chun Saul provided a financial report for the month ending May. She stated the target for five months was 41.7%. Overall, the general fund and major enterprise funds operated within budget parameters and overall revenues and expenditures were within normal budget projections.

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- General fund revenues were 42.6% of the budget and total tax revenues were 43.6% of the budget.
- General fund expenditures operated within budget parameters at 41.1% of 2018 budget expect for:
 - police department due to recent settlement of the collective bargaining agreement
 - fire department due to about \$78,000 in payroll benefits not being included in the adopted budget, which will be included in the second budget amendment
 - Non-departmental due to some expenses not yet incurred
 - City Council, Municipal Court, City Manager, Finance, and Human Resources related to contra expenses
- General Fund Expenditures by Functions/Activities:
 - Police 35%
 - Fire 24%
 - All Other 36%
 - Capital Debt/Transfers 5%

Ms. Saul stated the enterprise funds also operated within normal budget parameters:

- Wastewater: Total revenues 40.11% of 2018 budget; Operating expenditures 42.8% of 2018 budget
- Water: Total revenues 42.8 % of 218 budget; Operating expenditure 33.1% of 2018 budget
- Storm & Surface Water: Total revenues 48.6% of 2018 budget; Operating expenditures 41.5% of 2018 budget
- Airport: Total revenues 40.3% of 2018 budget; Operating expenditures \$34.4% of 2018 budget

Councilor Ketchum asked if the city might see an increase in sales tax due to the Supreme Court's decision relating to remote sales tax. Ms. Saul stated the funds the city receives from streamlined sales tax will go away June 30. She stated she would look into the new sales/use tax and provide more information to the council.

b. **City Manager Update.** City Manager Anderson asked Chief Cardinale to talk about fire danger. Chief Cardinale stated the fire danger level is critical and local fire chiefs will be recommending to the Board of County Commissioners to restrict outdoor burning prior to July 4.

City Manager Anderson stated Chief Cardinale has been working on a number of training programs with home owners for defensible space trying to have people take responsibility for their properties and make them as fire safe as possible. She also thanked Judy Schave for all the tireless work she did for the presentation she provided earlier this evening, along with the work by the Parks & Facilities crew for their work on beautifying the library and city hall. She also thanked the council for their support of city staff.

6. **Councilor Reports/Committee Updates.**

d. Mayor Dawes attended a flood project update by J. Vander Stoep, the ribbon cutting for the Farmers Market, the Business After Hours at Althausen Rayan Abbarno Law.

There being no further business to come before the council, the meeting was adjourned at 6:04 pm.

Dennis L. Dawes, Mayor

Caryn Foley, City Clerk

Approved:
Initials: _____

**CHEHALIS CITY COUNCIL MEETING AGENDA
AGENDA REPORT**

TO: The Honorable Mayor and City Council

FROM: Jill Anderson, City Manager

BY: Chun Saul, Finance Director
Michelle White, Accounting Tech II

MEETING OF: July 9, 2018

SUBJECT: Vouchers and Transfers

ISSUE

City Council approval is requested for Vouchers and Transfers dated June 29, 2018.

DISCUSSION

The June 29, 2018 claim vouchers have been reviewed by a committee of three councilors prior to the release of payments. The administration is requesting City Council approval for Claim Vouchers Nos. 122835-122966 in the amount of \$319,045.81 dated June 29, 2018, which includes the transfer of:

- \$94,624.86 from the General Fund
- \$20,172.05 from the Dedicated Street Fund – 4% Sales Tax
- \$1,068.00 from the Transportation Benefit District Fund
- \$42,506.43 from the Tourism Fund
- \$270.00 from the 1982-93 Community Development Block Grant Fund
- \$269.42 from the Public Facilities Reserve Fund
- \$73,458.76 from the Wastewater Fund
- \$27,983.45 from the Water Fund
- \$83.22 from the Storm & Surface Water Utility Fund
- \$57,771.36 from the Airport Fund
- \$838.26 from the Firemen’s Pension Fund

RECOMMENDATION

It is recommended that the City Council approve the June 29, 2018 Claim Vouchers No. 122835-122966 in the amount of \$319,045.81.

SUGGESTED MOTION

I move that the City Council approve the June 29, 2018 Claim Vouchers No. 122835-122966 in the amount of \$319,045.81.

**CHEHALIS CITY COUNCIL MEETING
AGENDA REPORT**

TO: The Honorable Mayor and City Council

FROM: Jill Anderson, City Manager

BY: Chun Saul, Finance Director
Betty Brooks, Payroll Accountant

MEETING OF: July 9, 2018

SUBJECT: Payroll Vouchers and Transfers

ISSUE

City Council approval is requested for Payroll Vouchers and Transfers dated June 29, 2018.

DISCUSSION

The administration requests City Council approval for Payroll Vouchers No. 40296-40373, Direct Deposit Payroll Vouchers No. 9613-9716, Electronic Federal Tax and DRS Pension/Deferred Comp Payments No. 188-191 dated June 29, 2018 in the amount of \$853,448.28, which include the transfer of:

- \$587,424.88 from the General Fund
- \$10,134.78 from the Arterial Street Fund
- \$99,813.47 from the Wastewater Fund
- \$107,195.85 from the Water Fund
- \$21,344.79 from the Storm & Surface Water Utility Fund
- \$25,639.59 from the Airport Fund
- \$1,894.92 from the Firemen's Pension Fund

RECOMMENDATION

It is recommended that the City Council approve the June 29, 2018 Payroll Vouchers No. 40296-40373, Direct Deposit Payroll Vouchers No. 9613-9716, Electronic Federal Tax and DRS Pension/Deferred Comp Payments No. 188-191 in the amount of \$853,448.28.

SUGGESTED MOTION

I move that the City Council approve the June 29, 2018, Payroll Vouchers No. 40296-40373, Direct Deposit Payroll Vouchers No. 9613-9716, Electronic Federal Tax and DRS Pension/Deferred Comp Payments No. 188-191 in the amount of \$853,448.28.

**CHEHALIS CITY COUNCIL MEETING
AGENDA REPORT**

TO: The Honorable Mayor and City Council

FROM: Jill Anderson, City Manager

BY: Caryn Foley, City Clerk

MEETING OF: July 9, 2018

SUBJECT: Agreement with Human Response Network to Provide Services to Victims and Survivors of Domestic Violence and Sexual Assault

ISSUE

The city has had a long-standing agreement with The Human Response Network (HRN) to provide services to victims and survivors of domestic violence and sexual assault. The agreement has been renewed on an annual basis.

DISCUSSION

In consideration of providing domestic violence and sexual assault services, the city provides funding to HRN received through the Municipal Criminal Justice Assistance (MCJA) Account to support public safety functions and activities, including reducing domestic violence. Funding is transferred to the city on a quarterly basis and then remitted to HRN for the following services:

- Twenty-four hour crisis response to victims of domestic violence and sexual assault
- Access to emergency shelter
- Legal and medical advocacy
- Advocacy-based counseling
- Support groups
- Crisis intervention and referral services

In the past, cities were required to apply for funding each year, and that is why the agreement was renewed on an annual basis. Cities are no longer required to apply each year, so it is proposed that the agreement continue from year to year until terminated by either party, or if state funding is ever discontinued.

FISCAL IMPACT

There is no fiscal impact to the city. Funding received by the city from the state is simply remitted to HRN.

RECOMMENDATION

It is recommended that the City Council approve the agreement with The Human Response Network to provide domestic violence and sexual assault services and authorize the City Manager to sign the agreement.

SUGGESTED MOTION

I move that the City Council approve the agreement with The Human Response Network to provide domestic violence and sexual assault services and authorize the City Manager to sign the agreement.

AGREEMENT

This Agreement is entered into by and between the **CITY OF CHEHALIS, WASHINGTON** and **THE HUMAN RESPONSE NETWORK**, a community-based non-profit 501(c)3 corporation, having its offices at 125 NW Chehalis Avenue, Chehalis, Washington and having its mailing address at P.O. Box 337, Chehalis, WA 98532.

WHEREAS, a cooperative partnership has existed between the City of Chehalis and The Human Response Network to provide services to victims and survivors of domestic violence and sexual assault; and

WHEREAS, The Human Response Network has demonstrated the ability to provide such services; and

WHEREAS, it is the desire of the City of Chehalis to continue to respond to victims of domestic violence and sexual assault in the most efficient and non-duplicative way utilizing existing resources; and

WHEREAS, it is the recommendation of the Comprehensive County Plan for Responding to Domestic Violence and Sexual Assault in Lewis County that The Human Response Network be the designated primary, unified access for domestic violence victim services and information, and referral resources;

NOW, THEREFORE, in consideration of the undertakings specified herein, the City of Chehalis and The Human Response Network agree as follows:

1. Engagement. The City of Chehalis hereby engages The Human Response Network to provide residents of the City of Chehalis:

- a. Twenty-four hour personal crisis response to victims of domestic violence and sexual assault. Such crisis response to be available both by phone and by personal response at a secure location when appropriate;
- b. Access to emergency shelter;
- c. Advocacy (including legal and medical advocacy);
- d. Advocacy-based counseling;
- e. Support groups;
- f. Crisis intervention and referral services.

FURTHERMORE, all described services shall be provided without regard for ability of any client/victim to pay for such services.

2. **Funding.** In consideration of the above described services, the City of Chehalis shall compensate The Human Response Network an amount equal to funds received from the Municipal Criminal Justice Assistance Account for Program Area 3.

3. **Payment.** Payment shall be made to The Human Response Network according to a schedule which corresponds to the receipt of funds by the City of Chehalis in a reasonable and timely manner following actual receipt of funds by the City of Chehalis.

5. **Reporting and Confidentiality.** The Human Response Network shall provide to the City of Chehalis an annual summary of services provided residents of the City, to include number of clients served and a description of services provided. Specific client information, including identity of clients, shall remain confidential except that representatives authorized by the City of Chehalis shall have access to such information as deemed necessary for verification and audit purposes.

If, for any reason related to or resulting from the performance or lack of performance of responsibilities under this contract by The Human Response Network, the City of Chehalis is required by the State Auditor or by the Department of Community Development to repay any amount received and dispersed to The Human Response Network. The Human Response Network shall repay to the City of Chehalis those funds which the City of Chehalis is required to repay, up to the full amount contracted under this agreement.

6. **Term.** This agreement shall continue from year to year until terminated by either party or until state funding is discontinued.

CITY OF CHEHALIS

**THE HUMAN RESPONSE NETWORK
(PROVIDER)**

Jill Anderson, City Manager

Kristine Camenzind, Chief Exec. Officer

Date

Date

Approved as to form and content:

Tax I.D. Number

William T. Hillier, City Attorney

**CHEHALIS CITY COUNCIL MEETING
AGENDA REPORT**

TO: The Honorable Mayor and City Council

FROM: Jill Anderson, City Manager

BY: Caryn Foley, City Clerk

MEETING OF: July 9, 2018

SUBJECT: Ordinance No. 989-B, First Reading – Relating to the Public Records Act

ISSUE

Legislative changes revised several aspects of the Public Records Act (PRA). The city's ordinance therefore needs to be updated to comply with these changes.

BACKGROUND

In 2011, the city passed Ordinance No. 874-B that created a new chapter in the Chehalis Municipal Code related to the disclosure of public records that included procedures for obtaining public records. An informational brochure was also produced to provide guidance and assistance to the public in understanding the PRA. This brochure will be updated upon passage of the proposed ordinance.

DISCUSSION

Several notable changes were made by the Legislature in 2017 to include:

- Allowing the denial of requests for all or substantially all records not relating to a particular subject.
- Allowing the denial of automatically generated (bot) requests received from the same requestor within a 24-hour period, if the requests cause excessive interference with essential city functions.
- Requiring the implementation of a new request tracking mandate for agencies with at least \$100,000 in annual staff and legal costs associated with fulfilling public records requests.

The most significant change related to the fees that can be charged for responding to public records requests. The alternatives include:

1. Actual Costs
2. Alternative Flat Fee of \$2

3. Alternative Fee Arrangement
4. Statutory Default Fees
5. Customized Access Service
6. Waiving Charges

The administration is not recommending the adoption of Actual Fees, the Alternative Flat Fee of \$2, or the Alternative Fee Arrangement.

- **Actual Fees:** In order to charge actual costs, a city must have a statement of the factors/manner used to determine actual costs, and then can only do so after holding a public hearing.
- **Alternative Flat Fee:** The city must document an estimate that shows that costs are equal to or more than \$2, and you cannot assess an additional fee after the first installment. Additionally, it would cost more in staff time collecting and processing a \$2 fee.
- **Alternative Fee Arrangement:** This is a new alternative, and frankly, it is unknown under what circumstance this alternative would be used. The city attorney also advised that making varying arrangements with different requestors could become an issue.

The administration is recommending that City Council adopt the following charges:

Statutory Default Fees:

- 15 cents/page for photocopies of public records or printed copies of electronic records if the request exceeds 100 pages
- 10 cents/page for scanning paper documents into an electronic format if the request exceeds 100 pages
- Actual costs for digital storage media, container, envelope, postage, and delivery

Customized Access Service: This alternative is new and allows actual costs for providing information technology services. The requestor must be notified that services are required, and provided with an estimate of the cost.

Waiving Fees: As a municipality, most records that the city deals with are open to public disclosure, and it is very important that our citizens have access to those records, which are not exempt from disclosure.

The statutory default fees also include charges for the uploading and transmission of scanned documents; however, the Administration recommends that the city not charge for these items since the actual uploading and transmission of electronic documents is de minimis. The costs of staff time in searching, organizing, reviewing, and redacting information is the real cost, but is something agencies cannot charge for. Additionally, the Police Department has provided public

records at no cost to victims or persons involved in an incident pertaining to police records. The proposed ordinance includes the waiver of fees in these instances.

FISCAL IMPACT

NA.

RECOMMENDATION

It is recommended that the City Council pass Ordinance No. 989-B on first reading.

SUGGESTED MOTION

I move that the City Council pass Ordinance No. 989-B on first reading.

ORDINANCE NO. 989-B

AN ORDINANCE OF THE CITY OF CHEHALIS, WASHINGTON, RELATING TO THE PUBLIC RECORDS ACT, CHAPTER 42.56 OF THE REVISED CODE OF WASHINGTON; AND REPEALING ORDINANCE NO. 874-B, PASSED THE 27TH DAY OF JUNE, 2011, CODIFIED IN THE CHEHALIS MUNICIPAL CODE AS CHAPTER 1.14.

WHEREAS, the Public Records Act, Chapter 42.56 of the Revised Code of Washington, requires cities to adopt rules of procedure consistent with the intent of the Public Records Act, to provide full public access to public records, to protect public records from damage or disorganization, and to prevent excessive interference with essential City functions; and

WHEREAS, the City of Chehalis passed Ordinance No. 874-B the 27th day of June, 2011, codified in the Chehalis Municipal Code as Chapter 1.14; and

WHEREAS, the State Legislature enacted revisions to the Public Records Act; and

WHEREAS, the City of Chehalis must hereby amend its ordinance to comply with state law; now, therefore,

THE CITY COUNCIL OF THE CITY OF CHEHALIS, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1.14.010. Findings.

A. RCW 42.56.070(1) requires all cities and public agencies to maintain and make available a current index of various public records.

B. RCW 42.56.070(4) provides that if maintaining such an index would be unduly burdensome, a city need not maintain such an index but it must issue and publish a formal order specifying the reason why and the extent to which compliance would be unduly burdensome.

C. The City is comprised of numerous departments, their division and subdivisions, many if not all of which maintain separate databases and/or systems for the indexing of records and information.

D. Because the City has records which are diverse, complex and stored in multiple locations, and in multiple computer systems and databases, it is unduly burdensome, if not physically impossible, to maintain a central index of records.

E. The City produces or receives an uncountable number of records each day and maintains an uncountable number of records in numerous city files.

F. The development and maintenance of a central index would be extremely costly and would provide little benefit to the public compared to the expense in maintaining the index.

G. The City's revenues and operations do not allow for the addition, revision, or reassignment of duties of existing personnel, or additional staff, so that an index may be developed and maintained.

H. Pursuant to RCW Chapter 42.56, the City will disclose all public records, including any indexes that are maintained by the City to the extent such records or indexes are not exempt from disclosure pursuant to RCW Chapter 42.56 or other applicable laws.

Section 1.14.020. Public Records Index – Order – Maintenance Not Required.

Pursuant to RCW Chapter 42.56.070(4), the City Council orders the following:

A. The City is not required to maintain a current index of public records due to findings of the City Council that the requirement to do so is unduly burdensome and would interfere with City operations and such a list is nearly impossible to create and/or maintain; and

B. Pursuant to RCW Chapter 42.56, the City shall disclose all public records and any indexes of public records maintained by the City to the extent such records are not exempt from disclosure pursuant to RCW Chapter 42.56 or other applicable laws.

Section 1.14.030. Public Records Disclosure – Purpose.

A. The purpose of the Public Records Act is to provide the public with full access to information concerning the conduct of government, mindful of individuals' privacy rights and the desirability of efficient administration of government. The Public Records Act provides a statutory framework by which to administer access to public records. The purpose of this chapter is to establish the procedure for obtaining public records from the City as required by RCW Chapter 42.56, as currently enacted or hereafter amended.

B. The information contained in this document is designed to aid both those requesting public records and those responding to records requests. The document should assist in guiding expectations of requestors and providing notice of a mechanism by which to appeal a records decision, if necessary.

Section 1.14.040. Reference.

A. RCW Chapter 42.56, Public Records Act.

B. Chapter 44-14 WAC, Public Records Act – Model Rules

Section 1.14.050. Public Records Officer – Responsibility/Authority.

A. The City Clerk is the designated public records officer. The City's public records officer will oversee compliance with the Public Records Act and these procedures. The City's

public records officer may delegate the responsibilities of processing requests to other staff. Departments may also designate records coordinators within specific departments to facilitate access to public records within that department, so long as each coordinator is identified to the public records officer.

B. City staff will provide assistance to requestors, reasonably ensure that public records are protected from damage or disorganization, and prevent fulfilling public records requests from causing excessive interference with essential functions of the City. Assigned City staff will be responsible and held accountable to meet the City's responsibilities of this policy. Failure to do so will result in disciplinary actions.

Section 1.14.060. Definitions – Adoption by Reference. The definitions set forth in RCW 42.56, as presently adopted and as may be subsequently amended, are hereby adopted by reference, together with all amendments and additions provided in this chapter.

Section 1.14.070. Municipal Services and Central Office. The City provides a full range of traditional municipal services through various departments. City Hall, the central office, is located at 350 N Market Blvd, Room 101, Chehalis WA 98532 and several field offices exist throughout the City. A City organizational chart is included under Chehalis Municipal Code 1.14.230. Any person wishing to request access to public records from a single department may make the request to that individual department's records coordinator or may make a request to the public records officer. Any person seeking assistance in making a request which includes more than one department should contact the public records officer:

City Clerk - Public Records Officer
City of Chehalis
350 N Market Blvd., Room 101
Chehalis, WA 98532
Phone: 360-345-1042
Fax: 360-748-0651
cfoley@ci.chehalis.wa.us

Section 1.14.080. Availability of Public Records.

A. Many records are available on the City's website at www.ci.chehalis.wa.us. Requestors are encouraged to view the documents available on the web site prior to submitting a records request.

B. Public records are generally available for inspection and copying during normal business hours of Monday through Friday, 8 am to 5 pm, excluding legal holidays. Records must be inspected at a City office. Requestors are prohibited from removing records from City offices.

C. The City will maintain its records in a reasonably organized manner, and take reasonable actions to protect records from damage and disorganization.

Section 1.14.090. Making Request for Public Records.

A. While requestors are not required to specifically name the Public Records Act, they must give reasonable notice that the request is being made pursuant to the act.

B. Requestors must request identifiable records or classes of records that the City can reasonably locate even though they are not required to specifically state the exact record sought. For example, using inexact phrases such as “relating to” a topic (such as “all records relating to the property tax increase”) will need clarification from the requestor to determine what records fairly and directly address the topic.

C. Any person wishing to inspect or request public records of the City shall make the request in writing on the City’s request form. A form is available for use by requestors at the office of the public records officer and on-line at <http://ci.chehalis.wa.us/forms/cityclerk>. Requests may be made in person, by mail, by fax, or by email to the designated records officer set forth in 1.14.070. Email requests must include the following information:

1. Name of requestor;
 2. Date of request;
 3. Phone, mailing address, and email address of requestor;
 4. Adequate identification of the public records being requested (e.g., title/dates, if known);
 5. Location (department) of the requested records, if known;
 6. Whether the requestor intends to inspect the records or obtain copies of the records;
- and
7. Method by which the City should contact requestor.

D. City staff will request that a Public Records Request Form be completed. The Public Records Request Form is available at <http://ci.chehalis.wa.us/forms/cityclerk>. However, if the request is by telephone or the requestor is in need of assistance, responding staff will confirm receipt of the information and the substance of the request in writing by entering the request information into the City’s tracking system on the requestor’s behalf.

E. If the record(s) requested is not easily identified, may be kept by multiple departments, or the requestor is unsure of where to file the request, the requestor should direct the request to the City Clerk’s Office.

F. Affected staff will be advised by records coordinators to retain possession of records covered by public records requests, including any records that may be scheduled for destruction. City staff may not destroy or otherwise delete covered records until the request is fulfilled.

G. A requestor is not typically required to state the purpose of the request. However, in instances where additional information is required by law or in an effort to clarify or prioritize a request and provide responsive records, the public records officer or designee may inquire about the nature or scope of the request.

H. The City may deny a bot request that is one of multiple requests from the requestor to the City within a twenty-four hour period, if the City establishes that responding to the multiple requests would cause excessive interference with other essential functions of the City. A “bot request” is a request for public records that the City believes was automatically generated by a computer program or script.

Section 1.14.100. Processing Public Records Requests. The public records officer or designee will process requests promptly in the order allowing the most requests to be processed in the most efficient manner.

A. Within five business days of receipt of the request (day one is the first working day after the request is received), the public records officer or designee will do one or more of the following:

1. Provide the records;
2. Provide the records for inspection and copying;
3. Provide an internet address/link to the City website where the records can be accessed. Requestors who cannot access the internet must be provided copies of the record or allowed to view the record on a City computer;
4. Acknowledge receipt of the request and provide a reasonable estimate of time when the records will be available;
5. Acknowledge receipt of the request and ask for clarification if the request is unclear, and provide, to the greatest extent possible, a reasonable estimate of time to respond to the request if it is not clarified.
6. Deny the request. The City will provide a written statement of the specific reason for a denial of public records.

A. If the City does not respond in writing within five business days of receipt of the request for disclosure, the requestor should consider contacting the public records officer to determine the reason for the failure to respond.

B. In the event that the requested records contain information that may affect rights of others and/or may be exempt from disclosure, the public records officer may, prior to providing the records, give notice to those persons. Such notice should be given to make it possible for those receiving the notice to seek an order from a court to prevent or limit the disclosure. The notice to the affected persons will typically include a copy of the request.

C. Some records are exempt from disclosure, in whole or in part. If the City believes that a record or portion of a record is exempt from disclosure and should be withheld, the public records officer or designee will state the specific exemption and provide a brief explanation of why the record or a portion of the record is being withheld.

Section 1.14.110. Inspection of Public Records.

A. The City will provide space for persons to inspect public records. No member of the public may remove a document from the viewing area or disassemble or alter any document. The requestor shall indicate which documents he or she would like copied.

B. Requestors wishing to inspect electronic records will first be directed to an internet address where the records can be accessed, if available. Records may be provided electronically or on a storage device. If the requestor cannot access records in these ways, the City will provide hard copies or allow the requestor to view copies on a City computer.

C. The requestor must make arrangements to claim or review the assembled records within thirty days of notification that the records are available for inspection or copying.

D. If the requestor fails to claim or review the records within the thirty-day period or make other arrangements, the City may close the request and re-file the assembled records. In the event the requestor submits a new request for the same or almost identical records, the process will begin anew.

Section 1.14.120. Providing Copies of Public Records. After inspection is complete, the public records officer or designee shall make the requested copies or arrange for copying. The requestor shall pay any applicable deposit prior to copies being made. Full payment for copies must be received prior to delivery of the requested copies.

Section 1.14.130. Providing Records in Installments.

A. When the request is for a large number of records or when a portion of responsive records is more readily available than others, the public records officer or designee may provide access for inspection and copying in installments if he or she reasonably determines that it would be practical to provide the records in that way.

B. If, within thirty days, the requestor fails to inspect the available installments, the public records officer may discontinue his/her search for the remaining records and close the request.

Section 1.14.140. Completion of Response to Inspect Public Records. When the search for requested records is complete and all requested records are provided for inspection, the public records officer or designee will indicate that the City has completed a reasonable search for the requested records and made any located, nonexempt records available for inspection.

Section 1.14.150. Closing withdrawn or abandoned requests. When the requestor either withdraws the request or fails to fulfill his or her obligation to timely inspect the records or fails to pay the required amount due for requested copies, the public records officer will close the request and indicate to the requestor that the City has closed the request.

Section 1.14.160. Later Discovered Documents. If, after the City has informed the requestor that it has provided responsive records, the City becomes aware of additional responsive documents existing at the time of the request, it will promptly inform the requestor of the additional documents and provide them as soon as possible. However, a public records request is not continuing in nature. If a requestor desires additional records created or obtained by the City after the date of the original request, the requestor must submit a new request.

Section 1.14.170. Completion of Request. The City's response to a request shall be deemed completed upon the requestor's inspection of the records or upon notification that copies of all the requested records are available for payment and delivery or pick up, or that no responsive records exist.

Section 1.14.180. No Duty to Create New Records. The City is not obligated to create new records to satisfy a records request; however, the City may, at its discretion, create such new records to fulfill the request where the City deems that method of response more expedient.

Section 1.14.190. Process of Public Records Request – Electronic Records.

A. The process for requesting electronic records is the same as for requesting public records in paper copy.

B. When a requestor seeks records in an electronic format, the public records officer will provide the nonexempt records or portions of such records that are reasonably locatable in an electronic format that is used by the city and is generally commercially available, or in a format that is reasonably translatable from the format in which the city keeps the record.

C. Electronic mail (e-mail) is an informational transfer system which uses computers for sending and receiving messages. Email messages are public records when they are prepared, owned, used, or retained by the City and relate to the conduct of government or performance of any governmental or proprietary function.

Section 1.14.200. Exemptions.

A. The Public Records Act provides that a number of types of documents are exempt from public inspection and copying. In addition, documents are exempt from disclosure if any "other statute" exempts or prohibits disclosure. Requestors should take note that there are many exemptions contained outside of the Public Records Act that may restrict the availability for inspection or release of some documents. Many such exemptions are listed under Chehalis Municipal Code 1.14.230. This list is for informational purposes only and failure to list an exemption shall not affect the efficacy of any exemption.

B. The City is prohibited by statute from disclosing lists of individuals for commercial purposes.

Section 1.14.210. Costs of Providing Copies of Public Records.

A. The city finds that calculating the actual costs it charges for providing records would be unduly burdensome and therefore adopts the following charges for copying public records.

1. Copying Records. There will be no charge for the first one hundred (100) pages for photocopies of public records, or printed copies of electronic public records. Fifteen cents per page will be charged if the request exceeds 100 pages (i.e., 101 pages will cost \$15.15).

2. Scanning Records. There will be no charge for the first one hundred (100) pages for public records scanned into an electronic format. Ten cents per page will be charged if the requests exceeds 100 pages (i.e., 101 pages will cost \$10.10).

3. Waived Fees. The following charges shall be waived:

- a. For victims or persons involved in an incident pertaining to police records; and
- b. The uploading and/or transmission of scanned records.

4. Storage Media, Supplies, Postage. The city may charge for the actual costs of any digital storage media or device, any container or envelope, and/or any postage or delivery charges.

5. Outside Copying Services. If, at the city's discretion, materials need to be copied by an outside source, the requestor will be charged the actual amount invoiced to the city by the copying vendor.

6. Customized Access. The city may include a customized service charge if a request requires the use of information technology expertise to prepare data compilations, or provide customized electronic access services when such services are not used by the city for other city purposes. Said charge may reimburse the city up to the actual cost of providing the services in this section. The city may not assess said charge unless a requestor has been notified that said charge is to be applied to the request, including an explanation of why said charge applies, a description of the specific expertise, a reasonable estimate cost of the charge, and provide the requestor the opportunity to amend his or her request in order to avoid or reduce the cost of a customized service charge.

B. The charges in this section may be combined to the extent that more than one type of charge applies to copies produced in response to a particular request.

C. A requestor may ask the city to provide, and if requested, the city shall, provide a summary of the applicable charges before any copies are made. The requestor may revise the request to reduce the number of copies to be made and reduce the applicable charges.

D. In the event a request is estimated to exceed \$50.00, the city may require a deposit in an amount not to exceed ten percent of the estimated cost of providing copies for a request, including a customized service charge. If the city makes a request available on a partial or

installment basis, the city may charge for each part of the request as it is provided. If an installment of a records request is not claimed or reviewed, the agency is not obligated to fulfill the balance of the request.

E. No fee shall be charged for the inspection of public records, locating public documents and making them available for copying, or for access to or downloading of records that are available on the city’s website, unless the requestor specifically requests that the city provide copies of such records through other means.

F. Payments may be made by cash, check, or money order payable to the City of Chehalis.

Section 1.14.220. Review of Denials of Public Records.

A. Any person who objects to the initial denial or partial denial of a records request may petition in writing to the public records officer for a review of that decision. The petition must include a copy of or shall reasonably identify the written statement by the public records officer or designee denying the request.

B. The public records officer or designee will immediately consider the petition and either affirm or reverse the denial within two business days following the public records officer’s receipt of the petition, or within such time as the City and the requestor mutually agree.

Section 1.14.230. Appendices.

A. List of Exemptions. This list is for informational purposes only and failure to list an exemption shall not affect the efficacy of any exemption.

Exemptions Under Chapter 42.56 RCW:

<u>RCW</u>	<u>Title</u>
<u>42.56.230</u>	Personal Information
<u>42.56.240</u>	Investigative, law enforcement, crime victims
<u>42.56.250</u>	Employment and licensing
<u>42.56.260</u>	Real estate transactions
<u>42.56.270</u>	Financial, commercial, proprietary information
<u>42.56.280</u>	Preliminary drafts, notes, recommendations, intra-agency memorandums
<u>42.56.290</u>	Agency party to controversy
<u>42.56.300</u>	Archeological sites
<u>42.56.310</u>	Library records
<u>42.56.320</u>	Educational information
<u>42.56.330</u>	Public utilities and transportation Public utility districts/municipally owned electrical utilities – Restrictions on access by law enforcement
<u>42.56.335</u>	
<u>42.56.340</u>	Timeshare, condominium, etc., owner lists
<u>42.56.350</u>	Health professionals
<u>42.56.355</u>	Interstate medical licensure compact
<u>42.56.360</u>	Health care
<u>42.56.370</u>	Client records of domestic violence program/community sexual assault programs, services for

	underserved populations
<u>42.56.380</u>	Agriculture and livestock
<u>42.56.390</u>	Emergency or transitional housing
<u>42.56.400</u>	Insurance and financial institutions
<u>42.56.403</u>	Property and casualty insurance statements of actuarial opinion
<u>42.56.410</u>	Employment security department records
<u>42.56.420</u>	Security
<u>42.56.430</u>	Fish and wildlife
<u>42.56.440</u>	Veterans' discharge papers--Exceptions
<u>42.56.450</u>	Check cashers and sellers licensing applications
<u>42.56.460</u>	Fireworks
<u>42.56.470</u>	Correctional industries workers

Exemptions Outside the Public Records Act:

<u>RCW 2.64.111</u>	Documents regarding discipline/retirement of judges
<u>RCW 2.64.113</u>	Confidentiality - violations
<u>RCW 4.24.550</u>	Information on sex offenders to public
<u>RCW 5.60.060</u>	Privileged communications
<u>RCW 5.60.070</u>	Court-ordered mediation records
<u>RCW 7.68.140</u>	Victims' compensation claims
<u>RCW 7.69A.030(4)</u>	Child victims and witnesses – protection of identity
<u>RCW 7.69A.050</u>	Rights of child victims and witnesses – addresses
<u>RCW 7.75.050</u>	Records of Dispute Resolution Centers
<u>RCW 9.51.050</u>	Disclosing transaction of grand jury
<u>RCW 9.51.060</u>	Disclosure of grand jury deposition
<u>RCW 9.02.100</u>	Reproductive privacy
<u>RCW 9A.82.170</u>	Financial institution records -- wrongful disclosure
<u>RCW 10.27.090</u>	Grand jury testimony/evidence
<u>RCW 10.27.160</u>	Grand jury reports – release to public only by judicial order
<u>RCW 10.29.030</u>	Organized crime special inquiry judge
<u>RCW 10.29.090</u>	Records of special inquiry judge proceedings
<u>RCW 10.52.100</u>	Records identifying child victim of sexual assault
<u>RCW 10.77.210</u>	Records of persons committed for criminal insanity
<u>RCW 10.97.040</u>	Criminal history information released must include disposition
<u>RCW 10.97.050</u>	Conviction and criminal history information
<u>RCW 10.97.060</u>	Deletion of certain criminal history record information, conditions
<u>RCW 10.97.070</u>	Disclosure of identity of suspect to victim
<u>RCW 10.97.080</u>	Inspection of criminal record by subject
<u>RCW 13.32A.090</u>	Crisis residential centers notice to parent about child
<u>RCW 13.34.115</u>	Court dependency proceedings
<u>RCW 13.40.217</u>	Juveniles adjudicated of sex offenses – release of information
<u>RCW 13.50.010</u>	Maintenance of and access to juvenile records
<u>RCW 13.50.050</u>	Juvenile offenders
<u>RCW 13.50.100</u>	Juvenile/children records not relating to offenses
<u>RCW 13.60.020</u>	Missing children information

<u>RCW 13.70.090</u>	Citizen juvenile review board – confidentiality
<u>RCW 18.04.405</u>	Confidentiality of information gained by CPA
<u>RCW 18.19.060</u>	Notification to clients by counselors
<u>RCW 18.19.180</u>	Confidential communications with counselors
<u>RCW 19.215.020</u>	Destruction of personal health and financial information
<u>RCW 19.34.240(3)</u>	Private digital signature keys
<u>RCW 19.215.030</u>	Compliance with federal rules
<u>RCW 26.04.175</u>	Name and address of domestic violence victim in marriage records
<u>RCW 26.12.170</u>	Reports of child abuse/neglect with courts
<u>RCW 26.23.050</u>	Child support orders
<u>RCW 26.23.120</u>	Child support records
<u>RCW 26.26.041</u>	Uniform Parentage Act – protection of participants
<u>RCW 26.26.450</u>	Confidentiality of genetic testing
<u>RCW 26.33.330</u>	Sealed court adoption records
<u>RCW 26.33.340</u>	Agency adoption records
<u>RCW 26.33.343</u>	Access to adoption records by confidential intermediary
<u>RCW 26.33.345</u>	Release of name of court for adoption or relinquishment
<u>RCW 26.33.380</u>	Adoption – identity of birth parents confidential
<u>RCW 26.44.010</u>	Privacy of reports on child abuse and neglect
<u>RCW 26.44.020(19)</u>	Unfounded allegations of child abuse or neglect
<u>RCW 26.44.030</u>	Reports of child abuse/neglect
<u>RCW 26.44.125</u>	Right to review and amend abuse finding – confidentiality
<u>RCW 27.53.070</u>	Records identifying the location of archaeological sites
<u>RCW 29A.08.720</u>	Voter registration records – place of registration confidential
<u>RCW 29A.08.710</u>	Voter registration records – certain information exempt
<u>Chapter 40.14 RCW</u>	Preservation and destruction of public records
<u>RCW 42.23.070(4)</u>	Municipal officer disclosure of confidential information prohibited
<u>RCW 42.41.030(7)</u>	Identity of local government whistleblower
<u>RCW 42.41.045</u>	Non-disclosure of protected information (whistleblower)
<u>RCW 46.52.080</u>	Traffic accident reports – confidentiality
<u>RCW 46.52.083</u>	Traffic accident reports – available to interested parties
<u>RCW 46.52.120</u>	Traffic crimes and infractions – confidential use by police and courts
<u>RCW 46.52.130(2)</u>	Abstract of driving record
<u>RCW 48.62.101</u>	Local government insurance transactions -- access to information
<u>RCW 50.13.060</u>	Access to employment security records by local government agencies
<u>RCW 50.13.100</u>	Disclosure of non-identifiable information or with consent
<u>RCW 51.28.070</u>	Workers' compensation records
<u>RCW 51.36.060</u>	Physician information on injured workers
<u>RCW 60.70.040</u>	No duty to disclose record of common law lien
<u>RCW 68.50.105</u>	Autopsy reports
<u>RCW 68.50.320</u>	Dental identification records – available to law enforcement agencies
<u>Chapter 70.02 RCW</u>	Medical records – access and disclosure – entire chapter (HC providers)
<u>RCW 70.05.170</u>	Child mortality reviews by local health departments
<u>RCW 70.24.022</u>	Public health agency information regarding sexually transmitted disease investigations - confidential
<u>RCW 70.24.024</u>	Transcripts and records of hearings regarding sexually transmitted diseases

<u>RCW 70.24.105</u>	HIV/STD records
<u>RCW 70.28.020</u>	Local health department TB records – confidential
<u>RCW 70.48.100</u>	Jail records and booking photos
<u>RCW 70.58.055</u>	Birth certificates – certain information confidential
<u>RCW 70.58.104</u>	Vital records, research confidentiality safeguards
<u>RCW 70.96A.150</u>	Alcohol and drug abuse treatment programs
<u>RCW 70.123.075</u>	Client records of domestic violence programs
<u>RCW 70.125.065</u>	Records of rape crisis centers in discovery
<u>RCW 71.05.390</u>	Information about mental health consumers
<u>Ch. 70.02 RCW</u>	Applies to mental health records
<u>RCW 71.05.425</u>	Notice of release or transfer of committed person after offense dismissal
<u>RCW 71.05.427</u>	Information that can be released
<u>RCW 71.05.440</u>	Penalties for unauthorized release of information
<u>RCW 71.05.445</u>	Release of mental health information to Dept. of Corrections
<u>RCW 71.05.620</u>	Authorization requirements and access to court records
<u>RCW 71.05.630</u>	Release of mental health treatment records
<u>RCW 71.05.640</u>	Access to treatment records
<u>RCW 71.24.035(5)(g)</u>	Mental health information system – state, county, regional support networks – confidentiality of client records
<u>RCW 71.34.340</u>	Mental health treatment of minors – records confidential
<u>RCW 71.34.335</u>	Court records for minors related to mental health treatment
<u>RCW 71.34.345</u>	Release of mental health services information
<u>RCW 71A.14.070</u>	Records regarding developmental disability – confidentiality
<u>RCW 72.09.345</u>	Notice to public about sex offenders
<u>RCW 72.09.585(3)</u>	Disclosure of inmate records to local agencies – confidentiality
<u>RCW 74.04.060</u>	Applicants and recipients of public assistance
<u>RCW 74.04.520</u>	Food stamp program confidentiality
<u>RCW 74.09.900</u>	Medical assistance
<u>RCW 74.13.121</u>	Financial information of adoptive parents
<u>RCW 74.13.280</u>	Children in out-of-home placements - confidentiality
<u>RCW 74.20.280</u>	Child support enforcement – local agency cooperation, information
<u>RCW 74.34.095</u>	Abuse of vulnerable adults - confidentiality of investigations and reports
<u>RCW 82.32.330</u>	Disclosure of tax information
<u>RCW 84.36.389</u>	Confidential income data in property tax records held by assessor
<u>RCW 84.40.020</u>	Confidential income data supplied to assessor regarding real property

Selected Federal Confidentiality Statutes and Rules:

<u>20 USC § 1232g</u>	Family Education Rights and Privacy Act
<u>42 USC 290dd-2</u>	Confidentiality of Substance Abuse Records
<u>42 USC 405(c)(2)(vii)(I)</u>	Limits on Use and Disclosure of Social Security Numbers
<u>42 USC 654(26)</u>	State Plans for Child Support
<u>42 USC 671(a)(8)</u>	State Plans for Foster Care and Adoption Assistance
<u>42 USC 1396a(7)</u>	State Plans for Medical Assistance
<u>7 CFR 272.1(c)</u>	Food Stamp Applicants and Recipients

<u>34 CFR 361.38</u>	State Vocational Rehabilitation Services Programs
<u>42 CFR Part 2 (2.1 - 2.67)</u>	Confidentiality of Alcohol and Drug Abuse Patient Records
<u>42 CFR 431.300 - 307</u>	Safeguarding Information on Applicants and Recipients of Medical Assistance
<u>42 CFR 483.420</u>	Client Protections for Intermediate Care Facilities for the Mentally Retarded
<u>42 CFR 5106a(b)(2)(A)</u>	Grants to States for Child Abuse and Neglect Prevention and Treatment Programs
<u>45 CFR 160-164</u>	HIPAA Privacy Rule

Section 1.14.240. Severability. If any one or more sections, subsections, or sentences of this ordinance are held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

Section 1.14.250. Effective Date. This ordinance shall be in full force and effective five days after publication as required by law.

PASSED by the City Council of the City of Chehalis, Washington, and **APPROVED** by its Mayor, at a regularly scheduled open public meeting there of this _____ of _____, 2018.

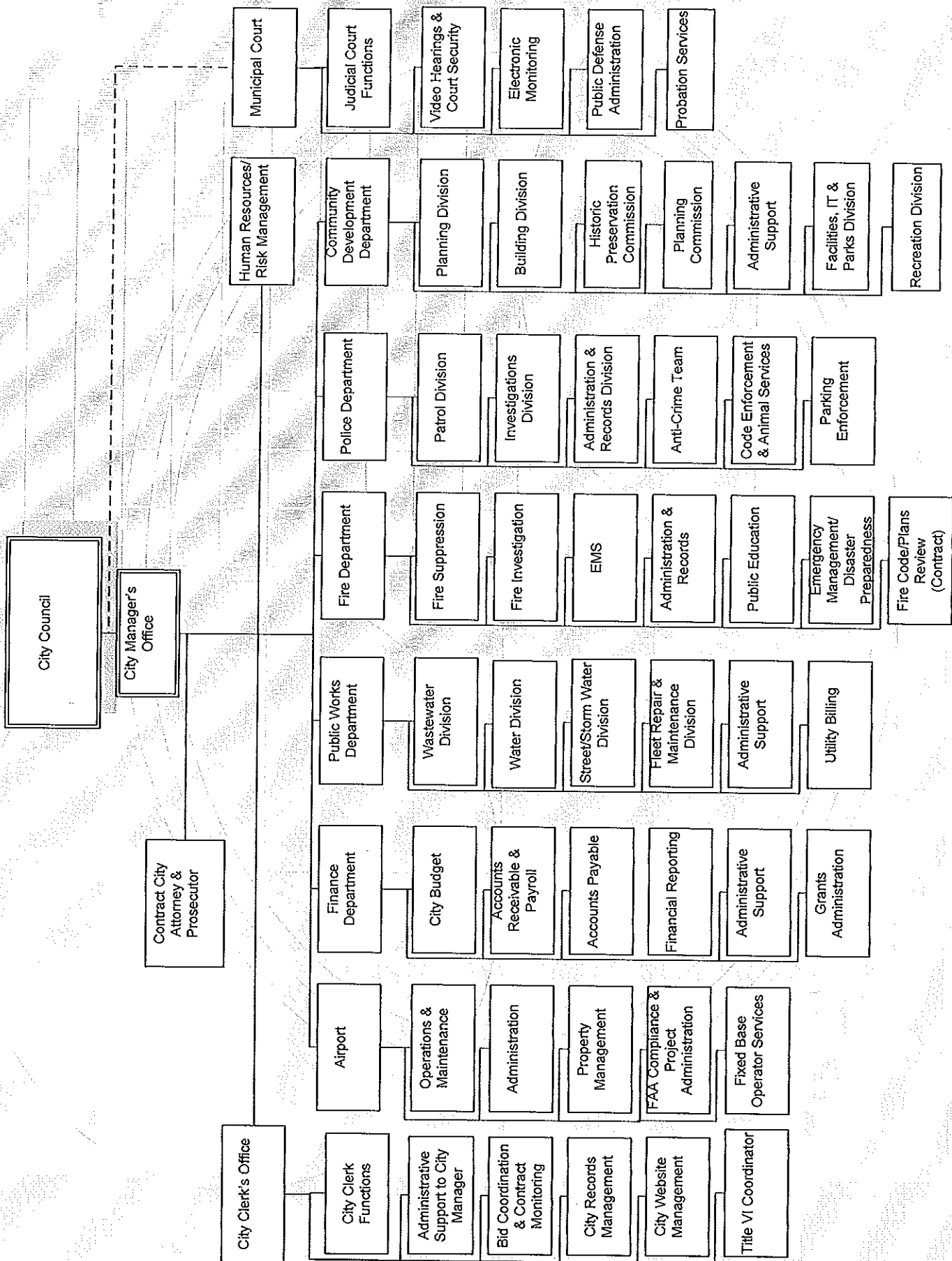
Mayor

Attest:

City Clerk

Approved as to Form:

City Attorney



**CHEHALIS CITY COUNCIL MEETING
AGENDA REPORT**

TO: The Honorable Mayor and City Council

FROM: Jill Anderson, City Manager

BY: Glenn Schaffer, Police Chief

MEETING OF: July 9, 2018

SUBJECT: ADCOMM Report on the Feasibility of an Independent Dispatch Center

ISSUE

Over the last three years, the Chehalis Police Department and the Chehalis Fire Department, along with all other police and fire agencies in Lewis County, have been working with Lewis County to improve ongoing performance and equipment issues that impact the reliability of 9-1-1 dispatch services available through the Lewis County Dispatch Center. In addition, the City of Chehalis, the City of Centralia, and the Riverside Fire Authority (RFA) have been exploring the possibility of creating a new independent “North Lewis County” dispatch center.

Earlier this year, the three entities contracted with ADCOMM Engineering Company to prepare a feasibility study on creating a new dispatch center. The final report of ADCOMM’s study is complete and does show that while expensive, the City of Chehalis, City of Centralia and Riverside Fire Authority could in fact create their own dispatch center that would be both feasible and allowable under state law.

DISCUSSION

Among other items, the ADCOMM study outlines what would be needed for an independent center, such as staffing, a radio tower, a facility and property, mechanical and electrical systems, radio equipment, and the remainder of the infrastructure required to establish a center. The study also identifies the capital costs for the facility, a radio tower, and related equipment as well as the operational costs, including staffing. As expected, it is an expensive endeavor.

While the study provides data on the costs of constructing and operating a new independent Center, it does not provide the context for how the cost of a new center compares to current and future rising costs of the existing dispatch center. As we continue to work with Lewis County and explore options, the ADCOMM study will be helpful when evaluating future cost increases, as well as the replacement of critical equipment and infrastructure.

POTENTIAL COSTS OF AN INDEPENDENT DISPATCH CENTER

ADCOMM estimates that it would cost \$3.8 million to build a new Dispatch Operations Center and related infrastructure. The annual operating cost, including debt service on the construction costs, is estimated to be \$2.4 million in 2018 dollars. The costs would be shared by Chehalis, Centralia, and RFA. For discussion purposes only, the City of Chehalis (Police and Fire) would be responsible for approximately 30% of the annual operating costs based on the existing distribution of costs by Lewis County. The City of Centralia would be responsible for approximately 50% and RFA would be responsible for approximately 20% if the current cost distribution formula was used for the new center.

Using the estimated numbers based on the current formulas, the annual cost for Chehalis would be \$720,000. While this is more than twice as much as the \$290,000 the City of Chehalis is paying to be a part of the Lewis County Dispatch Center in 2018, the City has been informed that those costs will continue to increase. Projecting a 10% annual increase, in 2028 the City of Chehalis would be paying the Lewis County Dispatch Center \$752,059.

Furthermore, there is no doubt that the current countywide dispatch infrastructure needs to be replaced, as does the 9-1-1 Dispatch Center, which will create additional costs for the users which are not included in the estimates. With this information for context, the projected costs associated with pursuing an independent 9-1-1 Dispatch Center may be more manageable. In addition, the estimated annual operating cost for a new center includes capital financing costs for the new infrastructure and the City would have direct and formal authority in how a new independent dispatch center would be built and operated.

CURRENT ARRANGEMENTS

The City of Chehalis continues to work with Lewis County to improve the current 9-1-1 center operations. Representatives of police and fire meet regularly with the 9-1-1 center director, and a combined user committee has been established to put representatives of all agencies around the table to discuss issues. The current interlocal agreement allows the combined user committee to make recommendations to the 9-1-1 center director, however, the City has no formal ability to affect change outside of the recommendations.

To date, the user committee discussions have focused on operational costs, and the fees that the County charges the users, including Chehalis PD and Chehalis FD, which have increased 50% over the last ten years and an average of 10% a year over the last three years. As noted above, it is expected that the cost to operate the current communications center will continue to increase. The regular increases are expected to be significantly higher as the County grapples with the need to fund operations, as well as the replacement of the existing countywide emergency communications center and aging infrastructure.

Currently, there are 28 primary user agencies of the Lewis County 911 Center; 10 law enforcement agencies, and 18 fire agencies. The cost of operation charged to the individual

agencies is divided up as a percentage based on the number of calls for service handled the previous year.

Currently, the Centralia Police Department pays 29.26%, the Chehalis Police Department 12.13%, the Riverside Fire Authority 11.05%, and the Chehalis Fire Department 4.59%; meaning that the four agencies pay a total of 57.03% of the operational costs of the current 911 center.

This number is significant for two reasons: First, as noted above, the infrastructure for the current radio system is beyond end of life and in need of serious repair or replacement. In addition, the fees for the users of the 9-1-1 center have increased an average of 10% each year for the past three years, and the City has been told that there could be a 10 to 15% increase in 2019. Each increase is divided up by the percentages listed above, which means that Chehalis, Centralia and RFA pay more than half the cost for infrastructure, even if that infrastructure is for other agencies, and smaller agencies in East Lewis County. Second; while we pay most of cost, we are just four of the 28 agencies which means we have the smallest vote when it comes to determining how costs are divided. Furthermore, with the current operational structure providing no formal input into decisions, the City would have no formal authority and no formal input into the technology decisions being made in the rebuilding of the infrastructure even though the City would be one of the largest financial contributors.

CONCLUSION

The ADCOMM study has provided the City with much needed information relating to the cost of creating an independent 9-1-1 dispatch center with an infrastructure that will provide quality service to the people who live, work and visit the cities of Chehalis and Centralia. Determining the feasibility and potential costs was an important step in identifying an alternative option for providing 9-1-1 dispatch services. Additional analysis of the costs, challenges, and benefits of forming an independent dispatch center; staying with Lewis County; and other feasible alternatives will be the subject of future reports. Further discussions with the City Council and additional information is needed so that recommendations can be made to the City Council for consideration in the decision on how to move forward.

In the meantime, the Lewis County Police and Fire Chiefs, including Chehalis, will continue to work with Lewis County Dispatch to continue to improve the current 9-1-1 system, with the goal of a long-term solution. We share the mutual goal of providing quality service to the public that is counting on the 9-1-1 system to get them the help they need in an emergency.

FISCAL IMPACT

The fiscal impact of a constructing a new 9-1-1 center for North Lewis County is detailed in the ADCOMM study, which is attached. There is no fiscal impact associated with this agenda item, which is designed to formally transmit the report to the City Council as an informational item.

RECOMMENDATION

It is recommended that the City Council accept the report and direct staff to continue to explore alternatives for the delivery of 9-1-1 dispatch services, including continuing to work with Lewis County Dispatch to improve the service and to identify possible long-term arrangements for creating an operationally and financially effective service-delivery model.

SUGGESTED MOTION

I move that the City Council accept the recommendation of staff.

ADCOMM Engineering Company

Bridging the Gap Between Operations and Technology®

June 27, 2018

Chief Carl Nielsen
Centralia Police Department
118 West Maple Street
P.O. Box 609
Centralia, WA 98531

RE: Independent Dispatch Center Report

Dear Chief Nielsen:

Attached is the final Independent Dispatch Center report. This report reviews the options, operational issues, technology required, facility requirements, and budget elements for a second dispatch center in Lewis County.

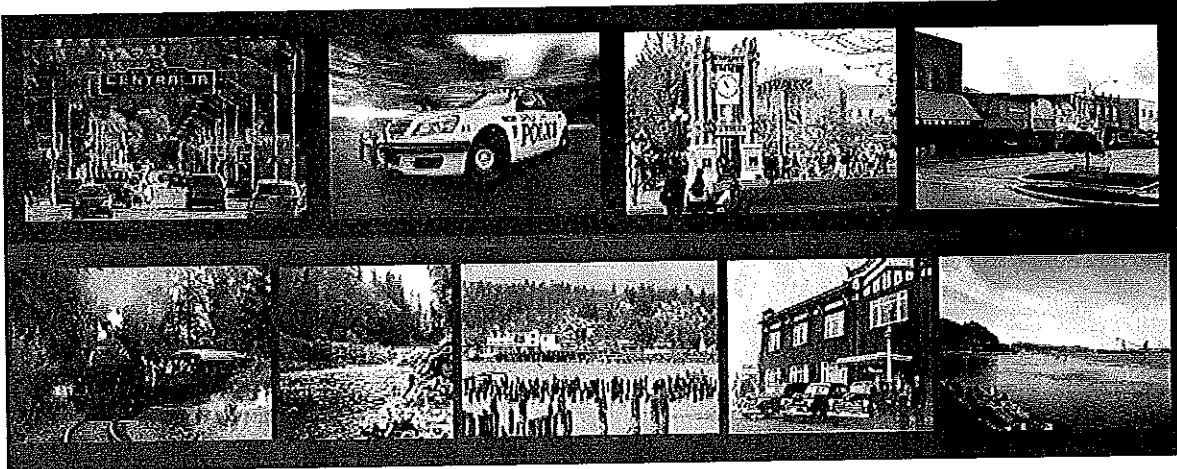
Please let me know if you have any questions.

Sincerely,

ADCOMM Engineering Company



Joe P. Blaschka, Jr., P.E.
Principal



Final Report

North Lewis County 9-1-1 Dispatch Center Feasibility Study

Prepared for
Centralia Police Department

Prepared by
Joe Blaschka, Jr., P.E.
ADCOMM Engineering Company

Date Prepared
June 27, 2018

ADCOMM Engineering Company
Bridging the Gap Between Operations and Technology®

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Acronyms and Abbreviations

APCO	Association of Public Safety Communications Officials
CAD	computer aided dispatch
E9-1-1	Enhanced 9-1-1
EMS	emergency medical service
ESINet	Emergency Services IP Network
FD	fire department
GIS	geographical information system
IBC	International Building Code
IP	Internet protocol
KCSO	King County Sheriff's Office
LCSO	Lewis County Sheriff's Office
NENA	National Emergency Number Association
NFPA	National Fire Protection Association
NG9-1-1	Next Generation 9-1-1
PD	police department
PSAP	public safety answering point
PSTN	public switched telephone network
RF	radio frequency
RFA	Riverside Fire Authority
RMS	records management service
SECO	State Enhanced 9-1-1 Coordination Office
SOP	standard operating procedure
UHF	ultra high frequency
VHF	very high frequency
VoIP	Voice over Internet protocol
WSST	Washington State sales tax

Executive Summary

The feasibility of implementing a new dispatch center to provide services to the cities of Chehalis, Centralia, and the Riverside Fire Authority (RFA) is analyzed in this report; this includes the associated capital and operational cost estimates. As a feasibility study, this study makes a variety of assumptions and estimates that would be further refined should the process move to the detailed planning phase. The new north Lewis County dispatch center would be either a Primary or Secondary public safety answering point (PSAP) to the existing Lewis County Dispatch Center. A Primary PSAP has 9-1-1 calls coming into the center directly and a Secondary PSAP has the 9-1-1 calls answered at a Primary PSAP first then they are transferred to it. In this case, the Primary PSAP would be the Lewis County Dispatch Center.

One of the major unknowns is where the new north Lewis County dispatch center would be located. At this point, the land cost and site development costs are unknown. Another major issue is how the process will move forward involving the Lewis County Dispatch Center. In the State of Washington, the 9-1-1 network is operated by the State of Washington but the 9-1-1 funding and local management are done at the county level. The State is currently in the process of implementing a new Next Generation 9-1-1 (NG9-1-1) network called the ESINet II. The existing Lewis County Dispatch Center is planned to be moved to the new ESINet in June. While the State pays for the connection to the existing center, State policy is to only support one PSAP in each county. The new north county dispatch center will have to pay for its own ESINet II connection.

The capital costs include Washington State sales tax (WSST) but do not include land acquisition for implementing a new dispatch center for northern Lewis County and are shown below.

Description	Cost
New north Lewis County dispatch center facility sized between 2,600 and 3,000 square feet	\$1,980,000
New radio tower	\$198,000
Dispatch center electronics and furniture	\$1,500,000
Total capital costs	\$3,678,000
Recommended estimate for planning	\$3,800,000

The operating costs are estimated to be as shown below.

Description	Amount
Staffing	\$1,725,825
Facility including building debt service	\$184,315
Operations	\$244,800
Total ongoing costs	\$2,154,940
Recommended estimate for planning	\$2,400,000

These numbers may change depending on the final site selection and staffing determinations. All costs are shown using 2018 dollars. Appropriate inflationary factors should be applied to the numbers based on the actual time to deploy the proposed new north county center.

While there are remaining unknowns and there may be some cost savings in a final implementation, those are not expected to be greater than 20 percent with the exception of the land acquisition costs.

The dispatch center, associated equipment, and systems will need to be maintained and updated. While the basic facility can be expected to last decades with proper maintenance, the electronic systems will eventually need to be replaced and upgraded with more advanced technology. The radio system infrastructure should be expected to last 10 to 15 years. The computer systems including the NG9-1-1 telephone system and computer aided dispatch (CAD) system will need to be upgraded on a regular basis. The manufacturers typically provide new software upgrades every 2 to 3 years. In addition, the hardware should be replaced every 5 to 7 years. The Enhanced 9-1-1 network and technology is being transitioned to Next Generation 9-1-1, which may require additional hardware and software upgrades over the next few years depending on how fast the advanced features are deployed in the state of Washington.¹

ADCOMM recommends the proposed new dispatch center funding mechanism include replacement funds and ongoing maintenance and updates to reduce the need for large capital funding requests.

¹ <https://www.mil.wa.gov/emergency-management-division/e911/next-generation-911-ng911>

Introduction

This report considers the creation of a new dispatch center entity in the north Lewis County area, likely in or around the city of Centralia. This new dispatch center would support law enforcement and fire dispatch for the Cities of Centralia and Chehalis and the RFA.

In the state of Washington, local 9-1-1 services are managed at the county level with the overall statewide system operated by the Washington State Military Department through the State Enhanced 9-1-1 Coordination Office (SECO). The first iteration of Enhanced 9-1-1² (E9-1-1) was implemented in the mid-1990s with the statewide deployment completed by the end of 1998. These early E9-1-1 systems obtained the caller's location information from telephone company records for the wireline-based telephone the caller was using. The information from the telephone company database was sent to the PSAPs in a text-based format displaying the address associated with where the telephone company records showed the service being located. Through the early 2000s, the rapid advance of wireless technology resulted in a shift from most of the calls coming into a 9-1-1 center from fixed wireline-based phones to wireless phones, primarily cellular phones. In addition, the rapid deployment of other non-traditional telephone services such as Voice over Internet Protocol (VoIP), where calls could be made from any computer, resulted in further deterioration of the ability for the PSAPs to obtain accurate information about the location of the caller.

To accommodate the change in technology, Next Generation 9-1-1 (NG9-1-1³) was developed. This technology changes the use of telephone company records for location information from a basic textual database to a geographical database using geographical information systems (GIS). These systems are now just starting to be deployed nationwide including in the state of Washington. The State of Washington is currently in the deployment of a new NG9-1-1 network. Lewis County 9-1-1 is currently scheduled to make the transition in early June 2018.

State 9-1-1 PSAP Policy

In the state of Washington, the 9-1-1 systems operating in each county are the responsibility of the county to fund. Funding can come from multiple sources but one source is the statewide 9-1-1 tax applied to virtually every non-Federal government telephone line, wireline or wireless, located in the state of Washington. In 2016, this 9-1-1 telephone excise tax generated approximately \$80,000 in Lewis County. RCW 38.52.510 requires each county to set up and provide funding for E9-1-1 in their county based on the telephone tax and any other locally generated funding required. The State of Washington PSAP policy is to provide the 9-1-1 network to one Primary PSAP in each county. In Lewis County, that PSAP will be the existing County-operated PSAP located in Chehalis.

The State 9-1-1 office does not prohibit additional PSAPs in any given county. However, the funding for the 9-1-1 network to those additional PSAPs must be paid by the County or the local entity operating those additional PSAPs.

² https://en.wikipedia.org/wiki/Enhanced_9-1-1

³ https://www.911.gov/issue_nextgeneration911.html

The State SECO has several policies based on their contracts with each county as part of the statewide system. The county contract policy⁴ defines how the county can spend state funds. However, in general, the money is given to the County for the County to distribute based on state law and SECO policy. For example, the State provides a training subsidy of \$500 for 30 call takers, but it is up to the County to distribute the funds.

Implementation Issues

This report outlines several subject areas to be considered associated with the implementation of a new dispatch center in Lewis County. These are covered in the following sections and deal with:

- Call Processing and Call Flow
- Staffing and Operations
- Facility and Equipment
- Capital and Operational Budgets
- Moving Forward

⁴ <https://mil.wa.gov/uploads/pdf/e911/seco-county-contract-policy-8-18-17.pdf>

Call Processing and Call Flow

Call processing and call flow are critical elements in emergency call answering and dispatching. The first experience a citizen has when calling 9-1-1 or requesting emergency services is when their emergency or non-emergency call is answered. A citizen's perception of their emergency services responders is often formed in those first few seconds after a call is answered. In addition, the ability for first responders to provide the proper response to the correct location is dependent on obtaining the required information accurately then transmitting to the first responders.

9-1-1 Call Routing and Answering

A division of the State of Washington Military Department operates the Washington State Emergency Services IP Network (ESINet). The ESINet is currently in transition to a network referred to as ESINet II with the State being converted to the new network by the end of 2018. Lewis County is currently scheduled to convert to the new ESINet II in early June 2018. The new network will provide advanced features in the future.

As mentioned previously, the State of Washington does not prohibit multiple PSAPs in any given county. However, the State will not pay for more than one ESINet II connection to a county designated location. In this case, that designated location is the Lewis County 9-1-1 center located in Chehalis. Any other PSAPs in the county will have to pay for their connection to the ESINet II with local funds.

PSAP Types

There are two basic types of PSAPs – Primary and Secondary – as described below.

Primary PSAP

A Primary PSAP is the first PSAP a citizen reaches when dialing 9-1-1. A Primary PSAP does not need to provide dispatch services although most of them do. Calls are routed to a Primary PSAP based on their location and call type. For example, it is possible to have a different Primary PSAP for wireline than for wireless calls based on location. Calls thought to be from the freeway could be routed to the Washington State Patrol first. In general, however, calls are routed to their Primary PSAP based solely on location. Currently, in Lewis County, all 9-1-1 calls located in Lewis County are routed to the Lewis County PSAP, which also provides dispatch services to agencies in Lewis County. In some areas, King County for example, 9-1-1 calls are routed to one of several dispatch centers operated by municipalities in the county. For example, the City of Seattle has their own Primary PSAP, as does City of Bellevue, as well as others.

Secondary PSAP

A Secondary PSAP is a location where the Primary PSAP will transfer calls to for dispatch or further processing. In the City of Seattle, the police department operates the Primary PSAP due to the large volume of calls. The fire department operates a dispatch center, which is a Secondary PSAP. When the police department answers a call, the police department call receiver determines if the call is a police, fire, or emergency medical service (EMS) call. If it is a fire or EMS call, it is transferred to the fire dispatch center.

In the Seattle case, the routing from the police to the fire is straightforward since they operate in the same city. In King County, it is more complex as the King County Sheriff's Office (KCSO) operates a Primary PSAP for the unincorporated areas of King County and for a few contract cities. When a fire or EMS call comes into the KCSO dispatch center, it is transferred to one of many Secondary PSAPs for fire/EMS dispatch.

State Requirements

A Primary PSAP must comply with the State requirements for call answering. In this case, Lewis County is still responsible for meeting the State requirements and if the new center were a Primary PSAP, it would need to have a contract with Lewis County agreeing to abide by the State requirements. A Secondary PSAP does not answer 9-1-1 calls directly and therefore does not fall under the State SECO call answering requirements. However, ADCOMM recommends the proposed new north county center be operated to meet industry standard call answering times regardless of it being a Primary or Secondary PSAP.

Call Routing in Lewis County

The Lewis County dispatch center is operated by Lewis County⁵ and is the only PSAP in Lewis County. All 9-1-1 calls made in Lewis County are processed by this center; and, in general, all calls are dispatched from this location as well. The ESINet terminates at the Lewis County Communications Center.

A new PSAP/dispatch center (for Chehalis, Centralia, and the RFA) could be either a Primary PSAP or a Secondary PSAP as follows:

Primary PSAP

The ESINet could route all of the calls originating in the cities of Centralia and Chehalis to the new center initially. In this scenario, the calls for police, fire, and EMS located in the cities of Centralia and Chehalis would be initially answered and dispatched by the new center. Calls for service in the unincorporated area where the Lewis County Sheriff's Office (LCSO) provides law enforcement would be initially answered by the Lewis County 9-1-1 center and then if a fire or EMS call, transferred to the new center. It is also possible a call could be received that would need to be transferred to the Lewis County dispatch center for a response. A Primary PSAP has to respond to a much higher call volume than a Secondary PSAP as there is no call screening before calls arrive from citizens.

Secondary PSAP

As a Secondary PSAP, no 9-1-1 calls placed by citizens would initially be answered by the new center. All 9-1-1 calls in Lewis County would be answered first by the Lewis County dispatch center. If the call for service response was to be provided by Centralia, Chehalis, or RFA, the call would be transferred to the new center. Since, all calls would arrive after they have been screened by the Lewis County dispatch center, the call receivers would not be answering a high number of misdialed or otherwise inappropriate 9-1-1 calls. This results in a lower overall call volume.

⁵ The Lewis County E9-1-1/Communications Center became a division of the Lewis County General Administration on January 1, 2003, and part of Central Services in 2007.

Discussion

The ultimate decision as to the type of PSAP the new north Lewis County dispatch center will be is primarily a political decision given the "county centric" nature of 9-1-1 in the state of Washington. Lewis County controls all of the available state funding for network, training, equipment, etc. The state funding is subject to change but the county-centric nature of local 9-1-1 planning would take legislative action to change. To our knowledge, there is no requirement or authority for the County to require municipal agencies or fire districts to be dispatched by a County dispatch center. As a result, any city or fire district can choose if they want to provide their own dispatch services. However, managing the process of 9-1-1 call routing and state funding is the responsibility of the County. The County has an obligation to ensure 9-1-1 calls are answered and provide the information to the respective dispatch agencies. How this gets done needs to be negotiated between the dispatch agencies and the County. The agency first answering the 9-1-1 call takes the liability for subsequent delays in processing until the call is presented to dispatch. Then the dispatch agency is responsible for the call processing.

ADCOMM recommends the initial step is to start the negotiating process at the political level. This could involve creating a working group of elected officials from Centralia, Chehalis, and RFA to start having informal discussions with the Lewis County Commissioners regarding the change in dispatching services. Once there is high-level political agreement, then more detailed discussions can be held with the operations staff.

There will be increased staffing costs associated with being a Primary PSAP due to the increased call volumes. In addition, the existing call routing database would need to be modified to provide for an additional Primary PSAP.

The staffing levels required as a Secondary PSAP could be lower due to the reduced number of calls as well as the calls would all be pre-screened. For example, a large number of calls related to a single incident may be deflected by the Primary PSAP depending on the agreed-to standard operating procedures (SOPs).

Currently in Lewis County, the Washington State Patrol is a Secondary PSAP. If the proposed new north Lewis County dispatch center is also a secondary PSAP, there will be certain types of calls where call handing at the Lewis County center (Primary PSAP) will become more complicated. For example, a motor vehicle crash on Interstate 5 next to Chehalis where support by the Washington State Patrol, Chehalis PD, County Sheriff, and local fire may be required. It is not practical for a PSAP to conference on more than one Secondary PSAP at the same time to respond to a citizen caller. This approach almost always confuses the caller. The Primary PSAP would determine which Secondary PSAP would be the most appropriate for the caller to talk to. The Primary PSAP would then call the other Secondary PSAP and pass along the information. How this is performed would need to be decided on a case-by-case basis using predetermined policies for guidance.

Estimated Call Volumes

The 2015 population of Lewis County is approximately 78,000⁶ based on U.S. census data with little growth over the last 5 years. Lewis County does have a large shopping destination and resort as well as being a summer tourist destination for campers and other outdoor enthusiasts. Based on ADCOMM's experience of approximately 1.05 calls per population per year for a

⁶ The population data varied based on the source but was generally in the range from 75,500 to 78,000 depending on the source.

smaller city or county, the expected call volume for Lewis County would be in the range of 81,900 per year.

The estimated call volume for Centralia and Chehalis on a per population basis would be slightly higher due to the more urban nature of the two cities. ADCOMM’s experience is the annual call volume would be approximately 1.15 calls per population for the two cities. Calls from rural areas are typically in the range of 0.9 call per population. The calls for RFA would be transferred from Lewis County 9-1-1 and would be only the fire and EMS calls. These calls typically account for 25 percent of the total call volume. The call volume is estimated to be:

Jurisdiction (Primary PSAP)	Population (approximate)	Estimated Telephone Call Volume
Centralia	17,000	19,550
Chehalis PD/FD	7,500	8,625
RFA	26,000	6,760 ⁷
Total	50,500	34,935

The actual calls for service for 2017 were:

- Centralia PD: 16,669
- Chehalis PD: 7,546
- Chehalis FD: 1,673
- Riverside Fire Authority: 4,036

Calls for service are typically lower than the number of telephone calls since it is common for multiple telephone calls to result in a single call for service.

Primary PSAP Call Volume

If the new north Lewis County dispatch center is a Primary PSAP for Chehalis PD and FD, Centralia PD, and RFA, then the total calls will be around 35,000 calls. Assuming calls are evenly distributed across all of the days, this works out to be an average daily call volume of 96 calls per day. Experience shows the number of calls in the peak busy hour is typically about 10 percent of the daily call volume. This equates to a peak busy hour call volume of about nine or ten calls. The actual numbers cannot be determined without access to extensive telephone call volume records. However, the assumptions and process used here are based on other dispatch centers. In reality, the each-day volume is not going to be the same and there are seasonal differences. These differences normally account for 10 to 15 percent variation from the average. As a result, the maximum peak busy hour could be as high as 10 to 11 calls.

Based on the previous discussion about dispatch functions, it is not likely the law enforcement dispatcher would have time to answer the telephone during the peak busy hour as law enforcement radio and dispatch traffic would also be high during the same time.

Using industry standard call staffing calculations, a minimum of two staff would need to be available during the peak hour or hours to process calls to stay within the industry standard of

⁷ The RFA number is based on using a 1.04 call for the estimated 26,000 population and then taking 25 percent of that number as the percentage of fire calls to all calls. Note the actual number of calls for service by RFA in 2017 was 4,036. Approximately 90 percent of the RFA calls are within the Centralia city limits.

answering 90 percent of the calls within 10 seconds. In order to meet the call answer standards, two staff available to answer calls are required even at four calls per hour.

Secondary PSAP Call Volume

Estimating the call volume for new north Lewis County dispatch center as a Secondary PSAP is more difficult. This is because the requirement to answer 9-1-1 calls within 10 seconds is not universally applied to Secondary PSAPs. However, in order to maintain a high level of service, this standard should be used at least as a target.

A good assumption is a Secondary PSAP would receive approximately 80 percent of the call volume received by the Primary PSAP. This only applies to the calls received for Centralia and Chehalis since the RFA calls calculated above already assume they would be answered first by the Lewis County center.

Jurisdiction (Secondary PSAP)	Population (approximate)	Estimated Telephone Call Volume
Centralia	17,000	15,640
Chehalis PD/FD	7,500	6,900
RFA	26,000	5,408 ⁸
Total	50,500	27,948

This is about a 20 percent change going from a Primary PSAP to a Secondary PSAP. As a result, the actual staffing required does not change except possibly in the least active hours.

⁸ The RFA number is based on using a 1.04 call for the estimated 26,000 population and then taking 25 percent of that number as the percentage of fire calls to all calls and then 80 percent to account for the center being a secondary center. Note the actual number of calls for service by RFA in 2017 was 4,036. Approximately 90 percent of the RFA calls are within the Centralia city limits.

Staffing and Operations

Staffing is the key to successful dispatch center operations. In general, the ability to provide a high level of customer service to the served citizens is directly related to having adequate trained quality staff. Certainly training, management, and morale are all important elements. However, understaffed centers cannot provide an adequate level of service due to the lack of available time to interact with callers and first responders. Staffing is also the largest single cost associated with operating a dispatch center. While capital costs may represent a large single expenditure, personnel costs are ongoing. The number of 9-1-1 staff required to operate a dispatch center are dependent on both the functions performed in the center and the incoming call volume. In many smaller dispatch centers, the functional requirements primarily determine the staffing. In some cases, additional staffing may be required based on call loading.

Obtaining and maintaining adequate dispatch center staff is a challenge for virtually all dispatch centers, large and small. Finding personnel who can function in the dispatch center environment where calls can range from the “Why isn’t my pizza here?” to “Officer down, shots fired,” be willing to work shift work and on holidays, and pass a background check is becoming more and more difficult. Given the difficulty handling the normal pressures of a dispatch center job, when mandatory forced overtime is added, the amount of sick leave used increases as does the employee turnover. These factors are all counterproductive to providing a high level of service to the served citizens and first responders.

In addition to the subjective measures of customer service, there are requirements by the Washington State 9-1-1 office that 90 percent of all 9-1-1 calls be answered within 10 seconds as well as a variety of national standards applicable to dispatch operations. There are several standards bodies also producing standards applicable to 9-1-1 call receiving and dispatching. Some of these are:

- Association of Public Safety Communications Officials (APCO)⁹
- National Emergency Number Association (NENA)¹⁰
- National Fire Protection Association (NFPA)¹¹

In addition, there are a variety of states and other organizations that have developed standards that can be used for developing a dispatch center’s SOPs.

Functions and Functional Positions

The functions performed by a dispatch center depend on a variety of factors. These include:

- Is the dispatch center a Primary or Secondary PSAP?
- Does the dispatch center provide Law, Fire, and EMS dispatching or a subset of those?
- Does the dispatch center provide services to public service agencies such as public works after-hours dispatch?

⁹ <https://www.apcointl.org/standards/apco-standards-for-download.html>

¹⁰ <https://www.nena.org/page/OperationsStandards>

¹¹ <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1221>

- Does the dispatch center provide other services to the public safety agencies they support such as records management data entry, warrant verification, public window service, burn permits, etc.?

These factors and others can have a significant effect on dispatch center workload and the associated staffing. For the purposes of this initial evaluation, the staffing model will assume the dispatch center will function primarily as a dispatch center and other ancillary services will not be provided. Should this assumption change, the staffing numbers can be adjusted later.

Functions

The functions provided by the dispatch center for the purposes of determining staffing recommendations are as follows. Note these descriptions do not define all of the tasks included in these functions but are intended to provide a high-level overview.

Function	Information
9-1-1 Call Answering	This function includes answering the 9-1-1 incoming telephone calls to determine the nature of the emergency and obtaining information. It also includes answering text-to-9-1-1 calls. If the dispatch center is a Primary PSAP, there will be additional call screening to determine if the call should be transferred to another PSAP or processed internally. If a Secondary PSAP, the call should have already been prescreened by the Primary PSAP. Information received is entered into the computer aided dispatch (CAD) system.
Non-Emergency Call Answering	This function receives calls from the public or first responders on regular 10-digit telephone numbers for non-emergency calls for service. These may include emergency calls on occasion or a call a citizen thinks is non-emergency but in reality, is. These could also include after-hours service calls for agencies such as public works if the dispatch center provides those services.
Law Enforcement Dispatch	This function provides services to the law enforcement field units based on information received during the 9-1-1 call answering or the non-emergency call answering function. This function also supports law enforcement field activities such as monitoring radio traffic, CAD messages to mobile or fixed CAD users, providing calls for officers for tows, follow up, status checks, emergency radio traffic, and managing the flow of information to and from field units.
Fire and EMS Dispatch	Fire and EMS dispatch functions are grouped together since the entities are providing both services. This function provides services to the Fire and EMS field units based on information received during the 9-1-1 call answering or the non-emergency call answering function. This function also supports law enforcement field activities such as monitoring radio traffic, CAD messages to mobile or fixed CAD users, providing calls for additional support, follow up, unit status, emergency radio traffic, and managing the flow of information to and from field units.
Response Coordination	This function also provides emergency and non-emergency response coordination until an incident commander takes over for the specific incident. In some cases, for example non-emergency calls for service, the response may be multiple telephone calls to support agencies based on the request from the public and the responding agencies. It also includes working with agencies outside of the dispatch center such as the LCSO, other fire departments, the Lewis County dispatch center, Washington State Patrol, WSDNR, etc.

Function	Information
Public Notification	This function includes notifying the press of emergency situations, activating emergency alerting systems, answering calls related to emergency situations.
Reports and Data	This function includes providing first responders with a variety of data in the field. This can be wants and warrants information to law enforcement units, warrant verification, reports of times for fire responders, telephone number look ups, and an almost endless list of related tasks to the first responders.

In addition to what might be called primary dispatch functions, some dispatch centers can provide other ancillary tasks such as law and fire RMS data entry, managing warrants for warrant verification, operating a public window, issuing burn permits, etc. These ancillary functions can be quite time consuming and result in a lower grade of service for the primary dispatch center function of receiving calls from the public and dispatching the appropriate response. The trend in modern dispatch centers is to not provide many of these ancillary functions to focus on their primary mission. For the purposes of this report, it is assumed these functions will not be provided by the new dispatch center.

Functional Positions

The functions performed in a dispatch center must be mapped into the staff positions performing these functions. How this mapping occurs directly affects the staffing levels and the level of service provided to the dispatch centers citizen base and their first responders.

NFPA standard 1221, section 7.3.1 requires a minimum of two “telecommunicators”¹² on duty. In some dispatch centers, due to cost, staffing was reduced to one person during the late night hours when calls for service and first responder traffic was low. This low staffing level does not provide for any redundancy, allowance for staff breaks or personal needs, or any depth if a sudden large event occurs. This situation existed at the Jeffcom dispatch center approximately a decade ago when there was a large apartment fire in the early morning hours. There was only one dispatcher on duty. Jeffcom was flooded with 9-1-1 calls to the point the dispatcher had a hard time being able to dispatch the fire units and provide follow-on support until someone was called in to provide support. Since that time, Jeffcom maintains a minimum staffing of two personnel.

The majority of activity in a dispatch center is performing law enforcement dispatch related tasks. The next major activity relates to handling calls – incoming 9-1-1 calls and non-emergency calls. If the dispatch center is a Primary PSAP, the number of incoming calls can exceed the law enforcement dispatch activity. This, of course, depends on the number of officers the law enforcement dispatcher must serve.

A typical small dispatch center, such as proposed here, would have a minimum of two staff, a fire dispatcher and a law enforcement dispatcher. The fire dispatcher would be the first person to answer the telephone for incoming calls with the law enforcement dispatcher answering the

¹² Telecommunicator definition from NFPA 1221 3.3.103: An individual whose primary responsibility is to receive, process, or disseminate information of a public safety nature via telecommunication devices. This includes both dispatch and call receiving functions.

second calls. In this case, dispatchers would need to manage both incoming telephone calls and field units.

During the day and evening times, a call-receiver position is often staffed to handle the additional telephone traffic typical during normal work and evening hours.

NFPA 1221 also requires a supervisor be on duty when there are more than two people working. This person could be one of the three people and could be a "lead" position.

However, if this new north Lewis County dispatch center is a Secondary PSAP and all of the incoming 9-1-1 calls have been pre-screened, the additional call receiver position may not be needed. This will be determined primarily by the number of non-emergency calls coming in directly to the center.

Based on the call volume calculations, functional requirements, and the standards, the new north Lewis County dispatch center would need a minimum of two staff 24 hours a day, 7 days a week. One of these positions would be the law dispatcher and one would be the fire dispatcher. In addition, a call receiver would be needed for approximately 12 to 16 hours depending on the experienced call volume once the center is operational. At this time, it is difficult to predict how many calls will actually be processed and at what time since the final agreement with Lewis County dispatch has not been negotiated.

However, for budgeting purposes, the following staffing configuration is recommended assuming an 8-hour shift.

Staff	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
PD Disp	3	3	3	3	3	3	3
FD Disp	3	3	3	3	3	3	3
Call Taker	1	1	1	1	2	2	1
Lead	1	1	1	1	1	2	1
Supr	1	1	1	1	1	0	0

In the scenario above, the supervisor would be available during the day to take calls if necessary and would work primarily M-F, 8-5. The lead position would overlap when the supervisor was not working and when a call taker was working to comply with the standards. In addition, the lead would be working on training and provide general assistance and support for larger or more complex events that occur. In the early morning hours, there would only be two personnel working.

There are other shift patterns that could be used and the 8-hour shift schedule does not assume everyone starts and stops at the same time. Overlapping shifts can be used to enhance staffing where required. Shift periods of 10 and 12 hours can be used as well.

The actual number of people required to fill a position are dependent on the number of holiday hours, vacation time, training, time, etc. is allotted. The calculation in the following table shows how this calculates for the new center assuming vacation time, etc. granted with the current Centralia PD non-commissioned staff contract. This equates to 5.4 FTEs per full-time position.

Estimated Net Available Working Hours		
a	Compensated hours per FTE	2080
	Hours away from work	
b	Holiday hours	128
c	Average vacation hours (based on 0-5 years)	96
d	Sick leave hours (96 hours — assumes 70% utilization)	67.2
e	Training (8 per quarter — best practice)	32
f	Total hours away from work (b+c+d+e)	(323)
g	Net total hours available to be at work (a-f)	1757
h	Meals and breaks while on duty (assume 30 min meal and two 15-minute breaks) for approximately 143 working days with 12-hour shifts)	(146)
i	Net available hours per FTE to cover a 24-hour position (g-h)	1610
j	Total hours needed to cover a 24-hour position (24x365)	8760
k	Net number of FTEs needed to cover a 24-hour position with no assumption for turnover, so vacancies often result in overtime (j / i)	5.4

The table below shows how many staff positions this equates to.

Estimated Staffing Model for Operation PT Staff at 50 Percent of the Actual Body Count)

	# Needed	Calculated Count for Full 24x7 Coverage	Suggested Actual Count
Supervisor	1	5.4	1
Lead	1	5.4	2
Dispatchers – minimum staffing	2	10.8	11
Call Receivers – busy hours and relief	1	5.4	2
Director	1	1	1
Office Manager	1	1	1
IT Staff	1	1	1
		30.0	19.0

Note these numbers will likely change based on final shift and staffing level decisions. The IT staff, office manager, and director positions can be provided by other staff in the City. Based on experience, the director function could be part of the PD or FD command staff and would require about 50 percent of that person’s time. The amount of time a director would need to be involved is also dependent on the quality and number of supervisors. The office manager function and IT staff functions could be provided by other staff in the city or fire department. However, the IT staff will need to be on-call 24/7 and be able to respond quickly as almost everything in the dispatch center is IT centric and critical to operations.

The budgeting for the staff will be discussed in the budgeting section of this report.

Facility and Equipment

The facility and associated equipment are the largest single expense associated with implementing a new dispatch center. This section describes a dispatch center facility that is “reasonably” standards compliant. Unless the agency has virtually an unlimited budget, it is not possible to build a fully standards-compliant dispatch facility. The standards include facilities located in large urban areas with different threat profiles than typically exist in smaller towns and rural areas. The ability to fund a large facility is usually greater in large urban areas. ADCOMM has extensive experience implementing dispatch centers in both urban and smaller towns and have had success with using a “reasonable” approach to security and safety. Ultimately, the decision is driven by what can be afforded and what the local code enforcement agency will allow. The costs associated with the facility are included in the final section, *Capital and Operational Budgets*.

General Project Description

The project is a new 9-1-1 PSAP and radio dispatch.

The estimated initial layout will provide for four dispatch locations. They will support:

- Law enforcement dispatch
- Fire dispatch
- 9-1-1 call taking
- Supervisor/lead

Minimum staffing would be two staff during the low traffic times; during the day and peak times, staffing would be three to four depending on experience with actual traffic and the final number of agencies being dispatched for. Two of these staff would be the supervisor/lead person.

At this point, space for administrative staff, other than a manager, is not provided. Should the decision be made to make the dispatch center an independent agency, additional space for an administrative person would be needed as well as additional administrative secure storage.

The facility is expected to be approximately 2,600 to 3,000 square feet total. It could be either a single-story or two-story structure.

Space	Square Footage
Dispatch Room	650-1000
Equipment Room	500
Manager's Office	120
Bathrooms	240
Kitchen/Break/Vending	380
Workroom/Storage	100
Supervisor's Office	100
Mechanical Space	100
Electrical Space	100
Circulation/Halls	300

There will be a 180-foot self-supporting type tower support structure to support microwave, VHF, and UHF antennas.

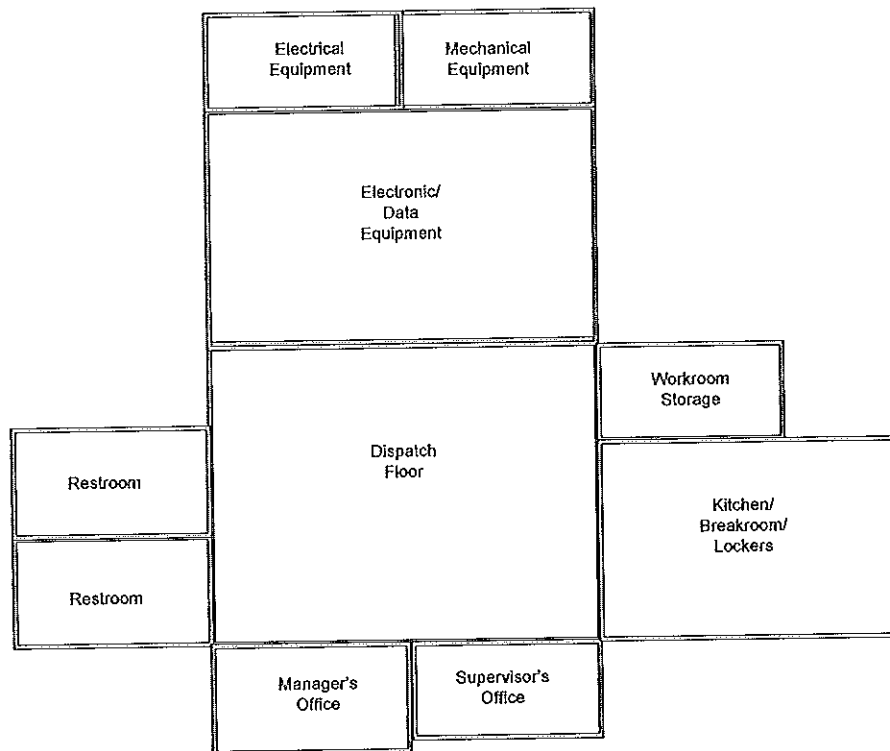
Facility location has not been determined at this point. It could be new construction or a remodel.

The facility will be all electrical with 100 percent backup power from an outdoor mounted diesel generator or equivalent.

Space Layout

Dispatch staff in small dispatch centers need to remain close to their primary working environment when taking lunch or personal breaks as they may be called back to work should a large event or flood of incoming calls occur. It may be acceptable to walk to the other side of a large building to use a restroom in a normal office but not in a small dispatch center. The same applies to the supervisor's office, work rooms, lunch rooms, etc. The dispatch center floor is the center of the activity and where many of the spaces need to be adjacent to or approximately adjacent to. The drawing below outlines the various adjacencies.

Dispatch Center
Adjacency Diagram



Facility Description

The facility is required to meet the critical facility requirements as outlined in the International Building Code (IBC) and other applicable codes. The resulting construction requirements are

described below. The following detailed requirements are listed because questions often arise about the high cost of a dispatch facility. Dispatch center space is not simply remodeled office space with a few extra outlets and data circuits. It is highly specialized space where trained professionals have to work under high stress situations and cannot simply get up and go outside for fresh air if work is too hectic. It has to survive the loss of power, mechanical failures, and possibly support dispatchers having to stay there for an extended time due to an emergency situation where relief may not be available for several hours or a day.

The following is required:

General Facility Requirements

- The location will need to be ADA compliant.
- There should be ADA compliant parking.
- The paved parking should be sized to accommodate 10 parking slots minimum for double staff at shift change plus a small number of visitors.
- There should be secure fencing around the building and parking perimeter. Access should be by card key or manual control and intercom system located at a pedestal near the gate entrance.
- Parking lot should be paved.
- Where possible, screening should be used to limit the site view from publicly accessible areas to the dispatch floor.
- Bullet-resistant glass is not anticipated at this time.

Main Facility

- Secure entrance
 - A double-door vestibule type entry with standard pass card for entry with a voice intercom to dispatch and the reception area at both doors.
 - Doors should be interlocked so both cannot be open at the same time unless from the inside.
 - HVAC should be provided in this space to avoid it getting too hot or too cold.
- Dispatch floor (four positions; the space will be approximately 650 square feet)
 - Future expansion in the number of positions to a total of six should be considered for any dispatch location. This would require an additional 300 square feet.
 - Natural lighting and/or windows where possible with blackout shades that can be lowered if necessary.
 - There should be no line-of-sight visibility from any of the sidewalks or other spaces immediately adjacent to the dispatch center into the dispatch floor area through the windows. This can be provided by mechanical screening, reflective glass, and/or shades at night.

- Sound absorbing materials for the walls that can be cleaned are desired.
- Power and data outlets should be positioned so they open up underneath the radio console electronics areas. The initial estimate is two UPS and one standard power circuits terminated in two outlets each. Initially, there will be 12 data circuits run to each console position. The power and data outlets should be installed in floor boxes under each console position. Computer flooring should be provided if the dispatch center is in a single-story facility. However, it is expensive and other alternatives should be investigated depending on the facility. Standard power outlets should be located along the walls.
- Standard power and data outlets located along any counter surface should be provided not to exceed 4 feet apart.
- Lighting controls should be such that the lighting can be reduced significantly if desired by the dispatch staff or increased to a high level for maintenance or cleaning. Some lighting should be on the UPS circuits.
- Power, cable TV, and data outlets should be mounted at approximately 84 inches to support large monitors, digital clocks, and other similar devices.
- Dispatch manager's office (100 to 120 square feet)
 - Standard furniture should be a desk and chair, room for two four-drawer file cabinets, book shelf, lockable door, re-light to dispatch floor with blinds.
 - Acoustical privacy should be provided.
 - Extra power and data outlets in vicinity of desk should be provided.
- Kitchen space should be provided with dual-basin sink, range (cooktop and oven), refrigerator/freezer, sink garbage disposal, dishwasher, range hood, and adequate outlets for toaster oven, counter top microwave oven, and coffee maker. Approximately 380 square feet for the kitchen, break, and vending area.
- Eating space adjacent to the kitchen space with room for up to six people to sit should be provided. This can be shared and should include:
 - Power, data, and CATV outlets for computer access and TV.
 - A table and six chairs.
- Space for two vending machines should be provided.
- Eighteen half-height lockers should be provided.
- One male and one female ADA-compliant bathroom, approximately 260 square feet total should be provided.
- Space for storage cabinets, file, and office equipment located adjacent the dispatch floor should be provided for approximately 100 square feet total.

- Space and power/data for one CAD printer and copy machine to be installed here or use of a multi-purpose office machine that includes fax, copier, and printer should be provided. This should include dedicated circuits for printer/copier.
- Space and power for a small paper shredder to be installed in this space should be provided
- A counter top work area either in the dispatch area or in this area should be provided. Power and data outlets should be mounted along the back of the counter top.
- Space for a dispatch supervisor’s office/work space adjacent and opening to the dispatch floor for approximately 100 square feet should be provided.
 - Office should be equipped with a sliding glass door to allow acoustical privacy and maintain visual contact with the dispatch area.
 - Desk space large enough to support 9-1-1 call taking position and radio console if necessary should be provided. Extra power and data outlets in vicinity of desk should be provided. Consider the use of floor boxes for power and data under desk.
- Black-out blinds should be provided in the contract for all windows in the dispatch area and offices.
- Mechanical space as required should be provided.
 - Best practice is to locate mechanical space on the side of building where utilities enter the building. Provide access with doors (40 inches) large enough for equipment removal and maintenance.
- Dispatch electronics/server room requirements (estimate space at 500 square feet)
 - Cable routing should use overhead cable tray and no computer flooring. Cable tray should be 7-foot 6-inches minimum and 8 feet maximum above the finished floor.
 - Power should be supplied by outlets above the cable tray except in cases where equipment may require direct connection
 - UPS system should be provided with the runtime duration of 2 hours.
 - Data equipment cabinets should be four-post type and patch panel racks can be two-post racks.
 - Dispatch equipment cabinets are typically two-post 19-inch relay rack type except where equipment mounting requirements dictate four-post racks.
 - All cabinets and racks should 7 feet tall or less depending on the actual facility.
 - The grounding system should comply with Motorola R56 or equivalent standard.
 - The dispatch console system should interconnect with the existing Centralia, Chehalis, and RFA radio systems. The equipment may also need to interface to other City radio systems as required.

- The walls in the electronics and data room should be fire resistant as required by code, 3/4-inch plywood on all of the walls to facilitate the mounting of equipment, punch down blocks and telephone company termination equipment.
- The electronic equipment room should have the following as a minimum:
 - o CAD server
 - o 9-1-1 telephone system
 - o Radio console electronics
 - o Radio site RF equipment
 - o Radio site microwave equipment
 - o Data patch panels
 - o Logging recorder system
 - o Radio alarm system server
 - o Outside telephone system termination
 - o AC power panels, generator transfer panel, alarm panels, etc.
 - o Support for a minimum of 14 racks total (some of the racks will need to be four-post racks for the server equipment)
- Storage should be provided by removable cabinets or shelves installed in the room along the wall.

Utilities

The utilities are:

- Public sewer
- Public water supply
- AC power size not yet determined but estimated to be 600A minimum
- Century Link telephone/fiber service
- Cable TV if available
- Future County/City fiber connection

If possible, provide redundant or alternative paths for the utility entrance depending on cost.

Fire Suppression and Alarm Functions

The building will be protected using a pre-action dry sprinkler fire suppression system in the entire facility.

The building systems will be connected to a fault and alarm system that will alert the proper response agencies should a building support system fail.

Tower

There will be a 180-foot self-supporting type tower located next to the building. The exact location is yet to be determined.

- The tower/monopole should be designed to support a minimum of the following antennas:
 - Microwave
 - VHF/UHF
 - Others
- The tower foundation will be excavated when the building foundation is constructed in order to reduce the potential for grounding system rework.
- The tower will have aviation obstruction lighting if required per the FAA. The tower will not be painted. Depending on the final location of the dispatch center, there may be some tower height limitations due to the local airport.

Facility Grounds

The following grounds elements should be provided:

- Employee parking for up to 10 employees minimum, visitor/vendor parking for up to four should be provided.
- Public parking can be provided, but all employee parking should be behind secure access.
- Access close to parking for the diesel fuel tank and generators for maintenance should be provided. Fencing should be provided to enclose and screen the generator and fuel storage area.

Mechanical Systems

The mechanical systems should be designed considering the critical nature of the dispatch center function, emergency operations center, and data center uses. This includes the following:

- The systems should be powered by AC in such a way to allow for 100 percent backup power provided by the emergency generator.
- The HVAC systems should be redundant so critical systems can remain on-line during the failure of the heating or cooling units. This can be accomplished by directing cooling away from the office spaces and to the dispatch floor and equipment spaces if applicable.
- The systems should be designed assuming full building occupancy 24 hours a day, 7 days a week with the ability to reduce the HVAC to areas that are unoccupied.
- The bathrooms and kitchen area should be designed to support the maximum number of people in the facility for at least 1 week.
- The air flow in the dispatch center should be designed so the air flow is not directly at the personnel working in the dispatch area. The venting and duct work should be designed to minimize noise resulting from the air flow.

- If economically feasible, the heat generated from the data center area should be used to provide heat in the other building spaces.
- An outside air emergency shut-off control should be provided to limit the intake of smoke, dust, etc. from the outside air in case of a nearby fire, hazardous spill, or fumes. This does not need to provide chemical, biological, radiological, or nuclear-rated protection.
- Outside air intakes should be located to avoid ingesting emergency generator exhaust or parked car exhaust.

Electrical Systems

Given the nature of the facility and the issues surrounding the use of natural gas in a critical facility, it is expected the building will be 100 percent electric. The electrical system should support the following:

- A diesel generator that supplies 100 percent of the building load and has a fuel storage capacity when 80 percent full for 72 hours run-time minimum should be provided.
- The critical loads should be also connected to a UPS system. The minimum runtime with a single diesel generator should be 2 hours at 100 percent load.
- The UPS should be equipped with both a static bypass and a mechanical bypass that will allow for full bypassing of the UPS should the UPS experience a catastrophic failure and require complete removal and replacement. The static bypass will operate should the UPS fail and AC mains power is still available. The static bypass will bypass the UPS, and the static bypass may be integral to the UPS.
- The AC distribution system should separate critical computer and sensitive loads from the HVAC and lighting loads by using separate power panels and carefully designed grounding systems.
- The AC distribution system should minimize the areas and equipment affected by a single circuit breaker opening due to a fault or as required for maintenance.
- The number of and sizes of the AC circuits have yet to be determined.
- The building, tower, and surrounding metal should be tied together using a ground ring around the building. The building and monopole foundations should contain a Ufer ground.
- If a dual generator system is used, a single fuel storage tank may be used as long as two separate fuel feeds, fuel filters, pumps, and piping are used.
- Each office should be on its own dedicated standard power and UPS power circuit.
- Dedicated 20A circuits for printers and copiers should be provided.
- Dispatch floor lighting should be on its own dedicated circuit from the other lighting in the building.
- Some lighting should be on the UPS system so the building remains functional if the generator fails to start.

Radio/Dispatch

The facility should support the following radio, dispatch, and telephone equipment:

- Radio control stations for backup access to the radio system should the consoles fail and for interoperability.
- The 9-1-1 telephone system should support the new State of Washington ESINet II configuration using a direct NENA Standard i3¹³ SIP¹⁴ interface.
- Radio console control equipment and console positions for 3 positions plus a supervisor's position with the ability to add two more positions in the future without any building changes should be provided.
- The dispatch consoles should be CRT based.
- The radio, microwave, and if possible telephone equipment should be powered by -48 VDC.
- Each console system should have two dedicated UPS AC power circuits and one standard AC circuit installed in floor boxes below each console.
- The supervisor's console/desk should have two dedicated UPS AC power circuits and one standard power circuit installed in floor boxes below the supervisor's console/desk in the supervisor's office.

Data/Audio Visual

The following data and audio/visual systems should be included.

- Every room except bathrooms and dispatch floor should have the following:
 - Four quad data wall outlets to be used for both data and telephone.
 - CATV outlet at location convenient for connection to a TV system.
 - Rooms with countertops should have additional quad data outlets installed on the wall above the countertop.
- The security CCTV system should be accessible by standard computer monitor over the local network.
- An unsecure direct connection to the Internet should be provided for employee, vendor, and backup use. This connection should be provided by a local WiFi connection and should be separate from any other network.
- All of the connections to the CAD local area network and systems requiring NCIC/CJIS security should be wired.
- The cabling infrastructure should support Gigabit Ethernet (1 GigE) as a minimum.

¹³ https://cdn.ymaws.com/www.nena.org/resource/resmgr/standards/NENA-STA-010.2_i3_Architectu.pdf

¹⁴ https://en.wikipedia.org/wiki/Session_Initiation_Protocol. This is the protocol used for managing and processing telephone calls over a data network or the Internet. It is also used in the NG9-1-1 network.

- The dispatch floor data connections shall be via floor boxes fed from the equipment room. The floor boxes should have a minimum of 12 data/telephone connections and one CATV connection. These can also be the same boxes used to feed power to the console positions.

Property and Land

The ideal location for a new dispatch center is where the facility is located away from possible hazards. These include items such as freeways, major truck routes, industrial facilities where chemicals or other hazardous materials are used, airports, major high voltage power lines, and similar locations. In addition, it is also recommended the dispatch center not be located in places where civil disobedience, strikes, or similar activities might occur. While civil disobedience may not be a major problem in smaller communities, the potential should be reviewed for any possible location.

The location should have good access to power, water, sewer, etc. and if possible two access routes. It should not be located in the flood plan, unstable ground, or steep hillside. The estimated lot size based on parking requirements, building size, etc. is between 2 and 3 acres.

If the property has a slight incline, a two-story structure where the bottom structure is a daylight basement can be used. This would allow the equipment rooms to be located in the lower level reducing some construction costs.

Site preparation can be a major cost element for the construction of a new facility and should be considered in the overall search for an applicable piece of property.

Use of Existing Spaces

Existing publicly owned or commercial spaces can be used as the new dispatch center. However, the previous list of requirements should be used as a guideline for evaluating existing spaces. The use of existing space can sometimes be more cost effective as major site preparation work may have already been accomplished. However, existing spaces often do not meet the required seismic codes, have adequate electrical, HVAC, and other mechanical systems, and can be compromised by their locations or adjacent uses.

Electronic Systems Equipment

In addition to the equipment associated with the facility as discussed previously, new radio console equipment, NG9-1-1 telephone equipment, CAD, voice logging recorder, and related equipment will be needed at the center. One option for this equipment would be to share equipment with the existing Lewis County 9-1-1 center. However, an initial contact to discuss this did not result in useful dialog. While sharing may still be a possibility, for planning purposes, all new equipment will be purchased.

Virtually all current production dispatch center equipment is PC and server based. As a result, it will be critical to have IT support available either internally or from one of the user agencies. This IT support needs on-call and available 24/7 to support the center. A CAD failure on Friday night cannot wait until Monday morning to be repaired.

Dispatch Radio Consoles

The radio consoles connect the dispatchers to the radio network. The system will need to connect to the existing Centralia PD, Chehalis PD and FD, and RFA radio channels. In addition, channels for interoperation with the LCSO, WSP, and other agencies may need to be included.

The initial configuration should be three regular console positions plus a supervisor's position. Note the supervisors position may be identical to the other three positions or there may be some slight operational differences used for training. There is no cost difference.

NG9-1-1 Telephone Equipment

The new north Lewis County dispatch center will connect directly to the State of Washington ESINet II using an SIP/IP connection. In addition, it will connect to non-emergency telephone lines using either SIP for VoIP or standard wired public switched telephone network (PSTN) lines. There may also be a requirement for connections to ring-down lines for direct connection to the Washington State Patrol. The use of ring-down lines is being reduced and replaced with standard PSTN connections so this may not be a requirement by the time the system is implemented.

All current 9-1-1 telephone systems are PC and server based. There are a variety of manufacturers of equipment. Depending on the choice of equipment, the administrative phone system may optionally be supported using the 9-1-1 telephone equipment infrastructure.

Computer Aided Dispatch

CAD equipment is used to track and manage field units as well as calls for service. Incoming calls for service are entered into the CAD system where they are prioritized and presented to the appropriate dispatcher. The CAD software may make responding unit recommendations based on the location of the field units and the location of the person requesting service.

CAD systems also provide statistics on numbers and types of calls as well as typical response times and final call disposition. CAD systems can then upload the call data to a records management service (RMS) for later retrieval and analysis.

At this point, ADCOMM recommends the cities of Centralia and Chehalis remain with the Sheriff's records management system as it provides county-wide criminal information. A link between the new north Lewis County dispatch center and the existing LCSO records system should be implemented to upload the new north Lewis County dispatch center's call records.

Voice Logging Recording

The new dispatch center would need a new voice logging recorder as well. In the past, logging recorders primarily recorded analog audio from both telephone and radio. However, with the conversion of the telephone network from analog to all IP, the logging recorder should be capable of supporting IP recording using SIP. Modern recorders also have the capability to record the caller's location information sent with the call as well as text-to-9-1-1 calls.

The radio network connections are analog so the recorder should also have the capability to support analog signals as well.

Radio System Equipment

The current plan is for the new center to interconnect to the existing radio system infrastructure. There are known radio system issues that could be addressed at the same time as a new north

Lewis County dispatch center is being implemented. This would allow the radio system common equipment to be located at the new north Lewis County dispatch center instead of the Courthouse as is now the case. In addition, depending on the location of the new north Lewis County dispatch center, it could be used as a radio site as well. The details of this can be determined as the implementation of the new dispatch center moves to the next phase.

Radio System Improvements

ADCOMM produced a report in 2005 for improvements to the Lewis County radio network. This included improvements to the existing radio system supporting the Cities of Centralia and Chehalis. In addition, improvements were recommended to the County fire radio network. Over the last decade, RFA has made improvements to their radio infrastructure, but the law enforcement radio system for the two cities is basically the same as it was.

The existing fire and law enforcement radio systems operate on the VHF (150-160 MHz) frequency band. This band has been the mainstay of rural and small-town communications for decades. However, the steady advancement of electronics and computer technology into virtually everything and energy efficient lighting such as LEDs has resulted in a significant increase in electronic noise interference to the VHF radio band. Even without deterioration of a radio system's equipment over time, the ever-increasing radio noise will result in loss of radio coverage. The law enforcement officers in Centralia and Chehalis have experienced loss of coverage over the years and especially in-building coverage on their portable radios.

The 2005 ADCOMM report recommended the radio system supporting the Cities of Centralia and Chehalis be upgraded to simulcast technology with additional voting receivers. The use of simulcast technology would allow two transmitters to be located so improved coverage could be provided in both Centralia and Chehalis. The voting receivers would be added in locations where there are more buildings so the lower powered portable radios could be received by the system.

The original recommendation concept in the report is still valid but may need some review given time passed since it was originally written. ADCOMM recommended a two-site City of Chehalis and Centralia police department simulcast repeater system operating on Chehalis and Davis Hill to provide radio coverage in both cities for primary law enforcement dispatch. ADCOMM is also recommending the voting receiver in downtown Centralia remain in service and a new voting receiver be added at the courthouse to improve portable coverage in Chehalis and to facilitate radio maintenance at the Prime site. The availability of the sites would need to be confirmed as well as the possible need for an additional voting receiver or two for improved portable coverage. The new north Lewis County dispatch center location would likely also be a location for a new radio site.

The estimated budget to accomplish these radio system improvements assuming there is a new north Lewis County dispatch center and radio tower that can be used is \$150,000 not including any site development costs. The goal would be to use existing sites as much as possible. This number is not included in the direct dispatch center related costs.

Capital and Operational Budgets

Implementing and operating a new north Lewis County dispatch center involve three major budgeting areas:

- First is the initial capital cost of standing up a new center. These costs are associated with the development of the new facility and associated equipment required to operate a dispatch center.
- Second are the ongoing operating costs associated primarily with personnel but also include the costs of operating the facility including maintenance.
- Third is the cost of building a capital replacement fund to keep the critical electronic and data systems current. Every 5 to 7 years, some of the equipment will need to be upgraded or replaced. Having a capital replacement fund allows this process to occur in an orderly fashion without special user assessments.

This section of the report addresses the capital and ongoing budget estimates for a new dispatch center in the north Lewis County area. Budgets are expressed in 2018 dollars. Amounts for future budgets should be adjusted for inflation as appropriate.

Capital Budget

The new north Lewis County center will require a new facility using either new or remodeled construction, all new dispatch furniture, and all new electronic systems associated with dispatch. The equipment purchased as well as dispatch furniture and office furniture would all be new. The new north Lewis County dispatch center would take 2 to 3 years to implement including site location, building and equipment design, procurement, and construction. This would allow the capital funding to be obtained over a multi-year cycle if necessary.

North Lewis County Dispatch Center Facility

New north Lewis County dispatch center costs include the following:

- Land acquisition costs
- Site preparation costs
- Radio tower
- Facility construction
- Internal electrical and mechanical systems
- Security electronics
- Data cabling and wiring

At this point in the feasibility study, it is not possible to determine the land acquisition costs as the site has not been chosen. However, all of the other costs can be estimated on a square-foot basis by using recent examples from dispatch center construction and adjusting for the current construction climate. The current estimated size of the facility is between 2,600 and 3,000 square feet. The current estimated construction cost including architecture, engineering, construction, office furniture and the items discussed above but not land acquisition or the tower is \$600 per square foot for a wood frame constructed dispatch center not including computer access

flooring. This equates to a dispatch center capital cost from \$1,560,000 to \$1,800,000 not including WSST, land acquisition costs, or the radio tower. A 180-foot radio tower cost is approximately \$150,000 to \$180,000 without WSST, depending on the tower type (monopole or lattice) and site configuration.

Equipment Costs

The equipment costs are outlined in the table below.

Technology Cost Estimates for a New Facility

System	Assumptions	CAPEX Estimate	Annual OPEX Estimate
9-1-1 and General Telephony (4 positions)	New NG9-1-1 telephone system	\$175,000	\$10,000
CAD/RMS/Mobile (5 positions)	New core equipment and 4 operational positions to begin operations plus one position in the supervisor's office	\$350,000	\$35,000
Radio Console System (4 positions)	Assume all new at \$40K per position all-in	\$160,000	\$10,000
Radio System Links and Interconnections	Assume all new	\$250,000	\$10,000
Logging/Recording System	New IP and analog recording system	\$40,000	\$5,000
Console Furniture Systems (4 positions)	Assume all new	\$80,000	
Large Screen Displays and Integration System	Assume 4 screens for various CAD, 9-1-1, mapping, weather, TV or other use	\$15,000	
Networking and Organizational Servers/Systems Including Administrative	Assume all new	\$50,000	\$5,000
Master Time Synch and Displays	Assume all new	\$20,000	\$1,000
9-1-1 Telephone Network	ESINet II	\$15,000	\$8,000
Telephone Lines	Non emergency	\$2,500	\$4,800
System Integration Planning and Oversight	Assume 8 weeks of total effort	\$80,000	
		\$1,237,500	\$88,800
	WSST @ 10%	\$123,750	
	Total	\$1,361,250	

ADCOMM recommends \$1,500,000 be used for the technology cost budget estimate.

The equipment budget estimates are based on average equipment cost estimates based on either preliminary estimates or previous bids. There have been some consolidations in the public safety equipment market so it may be less competitive than in the past. However, a new north Lewis County dispatch center of the proposed size does not need equipment designed to handle very large systems or numbers of telephone lines. This will help to keep the equipment costs more in the middle range of costs. ADCOMM generally recommends the equipment to be purchased be procured through a bid process in this situation since there is not a legacy system, other than radio, to interface with.

The total capital budget is shown in the table below including budgeting estimating allowance and WSST.

Description	Cost
New dispatch center facility sized between 2,600 and 3,000 square feet	\$1,980,000
New radio tower	\$198,000
Dispatch center electronics and furniture	\$1,500,000
Total capital costs	\$3,678,000
For planning purposes use	\$3,800,000

Equipment Refresh Costs

In addition to the equipment capital costs, money should be set aside for an equipment refreshment cycle. In the past, equipment could be installed and with little maintenance or upgrades it would last 10 to 15 years and sometimes longer. However, since almost all new equipment is computer based, the computer equipment and often the software need to be refreshed or replaced on a typical computer hardware basis of approximately every 7 years or so. This includes servers and workstations. For planning purposes assume there will be seven servers and three PCs per workstation, plus two PCs in the supervisor’s office. Costs are estimated below.

Equipment	Price	Quantity	Total
Servers	\$15,000	7	\$95,000
PCs (dispatch and office)	\$4,000	15	\$60,000
PCs (for tech space and control)	\$4,000	4	\$16,000
Total			\$171,000

Based on the table above, a total of \$171,000 should be available every 7 to 8 years for computer refreshes.

Operational Costs

Operational costs consist of direct staff costs, benefits, facility utilities and maintenance costs, and equipment maintenance and operations costs.

The following table outlines the staff positions and approximate cost for each position. These amounts are based on similar sized dispatch centers in similar sized areas. There can be regional differences that may require adjustment of these numbers. The telecommunicator compensation is based on an hourly rate of \$24.52. The actual hourly rate and associated staff cost will be related to the individual’s experience and rate required to be competitive with the more urban areas to the north. The shift supervisor’s rate is based on \$28.37 per hour.

Estimated Staffing Model for New North Lewis County Dispatch Center

	# Needed	Calculated Count for Full 24x7 Coverage	Suggested Actual Count	Estimated Average Compensation per Position	Total Cost of Compensation for the Model
Shift Supervisors	1	5.4	1	\$68,000	\$68,000
Telecommunicators – Lead/ CTO/Asst. Supv.	1	5.4	2	\$58,850	\$117,700

Estimated Staffing Model for New North Lewis County Dispatch Center (continued)

	# Needed	Calculated Count for Full 24x7 Coverage	Suggested Actual Count	Estimated Average Compensation per Position	Total Cost of Compensation for the Model
Telecommunicators – Minimum Staffing	2	10.8	11	\$55,000	\$605,000
Telecommunicators – Busy Hours and Relief	1	5.4	2	\$55,000	\$110,000
Director	1	1	0.5	\$110,000	\$55,000
Office Manager	1	1	1	\$42,000	\$42,000
IT Staff	1	1	1	\$65,000	\$65,000
		30.0	18.5		\$1,062,700
		Estimated Total Benefits Load		45%	\$478,215
			Total Cost of Compensation		\$1,540,915

Based on the previous maintenance costs outlined and personnel costs discussed above, plus the other maintenance and miscellaneous costs associated with operating a dispatch center, the operational budget is estimated in the following table.

North Lewis County Dispatch Center Budget
Preliminary for Planning Purposes Only

Description	
Staffing Related	
Salaries	1,062,700
Benefits	478,215
Overtime	154,092
Shift Differential	30,818
Total Staffing	\$1,725,825
Facility	
Debt Service Estimate	139,315
Utilities	25,000
Maintenance	10,000
Janitorial	5,000
Major Repair Fund	5,000
Total Facility	184,315
Operations	
Radio Maintenance	50,000
Dispatch Console	10,000
Telephone System	10,000
CAD System	35,000
Logging Recorder	5,000

North Lewis County Dispatch Center Budget (cont.)

Preliminary for Planning Purposes Only

Description	
Networking	5,000
Time Sync	1,000
Travel/Training	25,000
9-1-1 Telephone Lines	8,000
Non-Emergency Lines	4,800
General Office	12,000
Refresh Fund	25,000
PC Office Software	4,000
Contracted Admin Svcs	30,000
Miscellaneous	20,000
Total Operations	\$244,800
Estimated Annual Operating Cost	\$2,154,940

There are several cost areas that will need to be reviewed and adjusted as the plan moves forward. One of those is related to administrative services such as Human Resources, legal support, IT support, janitorial services, and related items. The final costs will depend on who provides the support. Since the planning process is in its early stages, approximately 10 percent should be used as a budget contingency, bringing the estimated annual budget to approximately \$2,400,000 per year to operate the new north Lewis County dispatch center.

Moving Forward

Moving forward with the concept and implementation of a new north Lewis County dispatch center will require additional planning to work out several details in order to finalize an actual implementation approach. These tasks include the following:

- Determining the location of a new dispatch center so the costs and schedule can be better determined
- Negotiations with Lewis County on the integration of the new center into the Lewis County 9-1-1 system
- Design of the new dispatch operation into the existing RFA radio system and improvements and additions to the Centralia and Chehalis public safety radio systems depending on the disposition of the equipment currently owned by Lewis County
- Obtaining funding for the new dispatch operation

As these processes are completed, then the actual design and construction of the new center can begin as well as the recruitment of staff and the development of the north Lewis County dispatch center staffing and management structure.

Negotiation Items

One factor affecting the costs of the center (both capital and operations) is how the new center will interoperate with the existing Lewis County 9-1-1 center. There are items that should be considered and discussed with the existing Lewis County 9-1-1 center management and likely with the County administration as well. Areas for negotiation could include the following.

Primary Versus Secondary Designation for the New Center

As discussed in the report, the new center will likely be a Secondary PSAP where all 9-1-1 calls in Lewis County are first answered by the Lewis County 9-1-1 center. Calls destined to be dispatched by the new north county center would be transferred there. However, calls from citizens located within the boundaries of the Cities of Centralia and Chehalis could have their calls routed directly to the new north county center. This would provide a faster response time to the citizen calling as well as reducing the number of calls received by the existing Lewis County center.

This designation would need to be negotiated with Lewis County because in Washington state the management of local 9-1-1 systems is done at the county level.

Shared Telephone System Use

The existing 9-1-1 telephone equipment used at the Lewis County 9-1-1 center could be expanded so the proposed new north county center would simply be extensions off of the existing telephone system. In this case, the new north county center would operate almost as if they were in the same facility. In addition, this approach would only require one interface to the State's ESINet. The new north county center would have workstations connected to the existing 9-1-1 telephone system in use. The major drawback with this approach is if the existing facility were to fail, the telephone system would fail also since it is based in the existing facility.

However, it may be possible to have a diverse set of controllers and redundant connections to the ESINet. These options would need to be discussed with Lewis County and their telephone system vendor.

Shared CAD System Use

The existing Lewis county CAD system could be expanded with additional workstations so the proposed new north county dispatch center would operate on the same system as Lewis County. There would be several advantages with this. Some of those are:

- The Lewis County 9-1-1 call receiver could enter the call directly into CAD and have it show up at the proposed new north county center without having the north county staff answer the call if that mode of operation was desired.
- The proposed new north Lewis County dispatch center and the current Lewis County dispatch center would have operational awareness of events going on in each other's jurisdictions.
- The costs of operating and maintaining the system would be shared costs.
- If a multiple agency response is required, the information could be sent to the associated dispatch center through the automatic assignment functions in the CAD. For example, if a second alarm fire in a fire district served by the existing dispatch center resulted in the need for a fire response from RFA, the CAD system would automatically send a request for the second alarm units to the new center's CAD workstations.

The drawbacks with this approach are similar to those with the telephone system. Should the facility housing the CAD servers fail, the CAD system could also fail. However, it may be possible to locate the CAD servers in two locations to provide diversity or redundancy. This would need to be discussed with Lewis County and their CAD vendor.

Note the assumption in this report is the law enforcement records management system (RMS) would continue to be shared as it is today since this is a law enforcement to law enforcement sharing function between the police departments and the County sheriff.

9-1-1 Call Processing

The decision about how much time to spend on and how to process calls for the agencies served by the proposed new center should be discussed. The basic options are for the existing center call receivers to simply determine what the call type is and where the person is located and then to either keep or transfer the call. This will result in the fastest processing time at the existing center but increases the risk a call will inadvertently be transferred to the proposed new center and need to be transferred back again. The other option is for the existing center call taker to obtain additional information about the call and the location of the actual event, not just the location of the caller and then make a better informed decision. This approach will significantly increase the call processing time at the existing center. Then when the caller is transferred to the proposed new center, much of the same questioning will have to occur again. How calls will be transferred between the agencies and what the policy rules will be is critical and will likely take some time to resolve.

Existing Radio System Disposition

The Cities of Centralia and Chehalis radio systems are currently owned by Lewis County but are operated under the existing Centralia PD license. The existing equipment could be purchased by the proposed new north Lewis County dispatch center agency as a building block for an improved radio system in the future. However, the radio system does need to be improved as discussed elsewhere in this report so the existing equipment would need to be evaluated to determine if it is worth obtaining.

Backup Dispatch Center Functions

Ideally, the proposed new north Lewis County center and the existing Lewis County dispatch center could serve as backup dispatch centers to each other. This would provide geographically diverse locations for the backup function so a localized event would not cause both dispatch centers to fail. This would benefit both centers and should be part of any negotiation process.

Radio System Interconnection

The two dispatch centers will need to be able to interoperate and possibly need to communicate on each other's radio communications networks. The best approach is to have an interconnection between the two dispatch centers allowing access to each other's radio networks. This will require negotiations to first allow it and second to develop a set of policies governing how the interoperation and access will be done.

Funding and Operating Costs

Lewis County receives funding from the state to assist with the funding and operation of the 9-1-1 system in Lewis County. In addition, the County receives tax revenue from the 9-1-1 telephone tax for telephones in Lewis County. These funds must be used to support 9-1-1 operations and cannot be used for other equipment such as patrol cars or fire apparatus. The County is responsible for distributing the funds it receives per state law and SECO policy. However, it is under no legal obligation to share the funds with other agencies in the county.

In counties where PSAP services are provided by an interlocal agency or a municipality, the county typically has a contract for services with the agency providing PSAP services. The County funds are then transmitted to the agency as a fee for service. In some cases, the County may use part of the funding to pay for other 9-1-1 network related services such as network and database management and then distribute the rest.

Backup Facility

Many dispatch centers, but certainly not all, have a backup dispatch center plan should the dispatch center need to be evacuated or there is a major equipment failure. Backup center options include:

- Making arrangements with another dispatch center to provide dispatch services initially and for a longer term and possibly providing space for the new north Lewis County dispatch center staff to operate from is a common approach. In Lewis County, the most obvious solution would be for the existing center and the new center to back each other up. However, there may be other options such as negotiating with TCOMM in Thurston County. Costs to implement this could range from \$50,000 to \$150,000.

- Another facility in the nearby area might be used as a backup center. These can be areas such as a fire training facility training room equipped with telephone sets and radio access, a space in City Hall or Public Works facility. In these cases, a “non-9-1-1” telephone system could be used to provide basic call answering and simple radio consoles or control stations could be used to access the radio networks. The cost to implement a basic backup center using this approach would be in the range of \$50,000 to \$150,000.
- A communications van or trailer could be equipped with call answering positions and radio equipment to function as a backup dispatch center as well. This may have the advantage of also providing an emergency communications van to be used during emergencies or special events. In this case, the telephone line connections would be made at some prearranged location and the van would contain equipment to access the radio network. A communications van or trailer outfitted with dispatch positions, radios, and a telephone system would likely cost between \$250,000 and \$400,000.

The final costs associated with these options totally depend on the option chosen and the degree of backup desired.

Finalizing the Plan

After the site has been determined, the negotiations have occurred, and a final equipment plan including radio system improvements approach determined, this plan should be updated to reflect the decisions made and to develop an actual plan for moving forward that has a specific timeline, set of tasks to be accomplished, and final estimated all-inclusive budget.