Meeting of the NORCOM Governing Board
Bellevue City Hall, 450 110th Ave NE, Bellevue, WA 98004
Friday, July 10th, 2015 • 09:00 a.m.
Room 1E-108

Agenda

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. Action Items
   A. Consent Calendar
      1) Minutes from the 06/12/2015 Governing Board meeting
      2) June Accounts Payable Approval Report
5. Old Business
   A. Fire Projects Update
   B. Police Projects Update
   C. E-911 Financial Stability Discussion
6. New Business
   A. 2016 Proposed Budget
   B. Discussion of Joint Operating Board Attendance
7. Staff Reports
   A. Executive Director (Tom Orr)
   B. Deputy Director (Mike Mandella)
   C. Accreditation, Facilities & Continuity of Operations (Sheryl Mullen)
   D. Human Resources (Marla Smithhisler)
   E. Finance (Gwen Pilo)
   F. Technology/ICRM (Dee Hathaway)
8. Committee Reports
   A. Joint Operating Board (Mike Johnson)
   B. Finance Committee (Michael Olson)
   C. Strategic Planning Committee (Future Meetings Pending completion of ICRM, E911 Review)
   D. IT Committee (Future Meetings Pending)
9. Executive Session
   The Governing Board will hold an Executive Session pursuant to RCW 42.30.140(4)(b) for the “planning or adopting the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress.”

   The Executive Session is expected to last one hour.
Meeting Minutes  
NORCOM Principals Assembly  
Bellevue City Hall – Room 1E-108  
June 12, 2015


1. Call to Order  
The NORCOM Governing Board was called to order by Jim Torpin, Governing Board Chair, at 0900 a.m. on June 12, 2015.

2. Introduction to Dee Hathaway  
Tom Orr introduced NORCOM’s new IT Director, Dee Hathaway.

3. Open Communications  
None.

4. Action Items  
A. Consent Calendar  
Kurt Triplett made a motion to approve the items on the Consent Agenda. Items included on the Consent Agenda were: Minutes from the May 08, 2015 Governing Board Meeting, Voucher Approval for May 1 through May 31, 2015 and Surplus and Disposal of Equipment.  
Accounts payable total: $1,075,820.32

Motion carried.

5. Old Business  
A. Fire Projects Update  
The Bellevue Fire modem issue still remains. The fourth fix was unsuccessful. NORCOM will continue to press for resolution. The go-live date for the system upgrade has been confirmed for August 17, 2015. Work continues with TriTech and KCEMS on the building of the eCBD interface. The goal is to have this built by go-live.

B. Police Projects Update  
New World 10.2 Upgrade  
Discussions continue with New World Systems regarding the cause of the May 12th outage. NORCOM and New World Systems had a meeting on May 29th to discuss the outage. Based on those discussions, NORCOM has taken up the practice of approving all work, however trivial, through New World Systems. To date, New World Systems have not been able to provide any information on what actually happened.

Module trading is on hold until the contract is closed out, which will not occur until New World Systems delivers software which is defect free. Bellevue Police is moving forward with CryWolf for false alarm invoicing. Work continues with KCSO and Northrop Grumman to fix the LInX interface.

C. E911 Financial Stability Discussion  
Orr advised the PSAP Directors met with King County Councilmember Hague this week to discuss the technical and financial audits, as well as the negotiations for the extended PSAP Agreement.
Triplett inquired as to how engaged the other PSAP Directors are in this process. Orr confirmed they are very engaged. The only players not participating in the efforts are KCSO and Seattle Police.

Orr made a plea for agency participation at the June 23, 2015 Council Hearings. There are two hearings that day, 0930 and 1330. Councilmembers Hague and Lambert have advised filling the seats with uniformed personnel is tantamount to sending the message of support.

6. New Business
   A. Resolution 98 – Ratification of Logging Recorder RFP
      Pilo confirmed there were no changes made to the draft copies of Resolution 98 provided in the packet. A request was made to approve NORCOM to move forward with negotiating a contract for the selected product. Triplett made a motion to approve.

      Motion carried.

7. Staff reports:
   Individual staff reports from NORCOM staff were included in the Board packet. Chair Torpin asked if Board members had any questions regarding the reports or if NORCOM staff has anything further to contribute.

   Orr advised staffing has reached a critical level. NORCOM has established a recruiting committee to assist HR in finding qualified applicants. Additionally, work is being executed to expedite the hiring process. One of the most time consuming aspects of the process is the backgrounding. As many public safety agencies use Public Safety Testing for this process, the backlog of work is extensive. NORCOM has reached out to their police agencies in an attempt to build a list of available detectives to conduct the background checks for candidates. Mandella confirmed he has set a date of August 31st to have seven (7) telecommunicators hired. This date coincides with the release of the 2016 shift bidding process.

8. Committee Reports
   A. Joint Operating Board
      No discussion

   B. Finance Committee
      Olson advised the committee received the internal review. Additionally, they are making the recommendation that the 2016 Budget, one time expenditure be funded from cash.

   C. Strategic Planning Committee
      No discussion.

   D. IT Committee
      Hathaway is presently working on drafting a document for planning and necessity of re-creating the IT Committee.

      Chair Torpin advised in the future, executive session will be marked as none scheduled.

      Meeting adjourned at 0954 a.m.
Meeting Minutes
NORCOM Principals Assembly
Bellevue City Hall – Room 1E-108
June 12, 2015

Approved by:

_________________________________________________
Chair

Attest: ___________________________________________

_________________________________________________
Secretary
NORCOM
ACTIVITY JUNE 1, 2015 THROUGH JUNE 30, 2015

Accounts Payable, Payroll, Electronic and Manual Payments Totalling:
Checks by Date - Detail by Check Date Report attached

$ 785,545.09

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation against NORCOM, and that I am authorized to authenticate and certify said claim.

Michael Olson, Treasurer

We, the undersigned NORCOM Board Members, do hereby certify that claims in the amount detailed above are approved.

Date

Date

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Total for this ACH Check for Vendor 67: 0.00 65.97
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AP Checks by Date - Detail by Check Date (6/26/2015 1:50 PM)
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| ACH 120 | 062515    | PAYCHEX                    | PPE 6/21/15 Union Dues Payable                | 06/25/2015 | 0.00        | 32.00        |
| ACH 132 | 062515    | WILMINGTON TRUST           | PPE 6/21/15 MEBT Contributions Payable       | 06/25/2015 | 0.00        | 31,740.65    |

Total for Check Number 15443: 93.15

| 15444   | 062515    | CDW-GOVERNMENT INC         | Laptop - Hathaway                            | 06/25/2015 | 0.00        | 1,751.42     |
|         | 062515    |                            | Laptop Dock - Hathaway                       |            |             | 167.35       |
|         | 062515    |                            | SRFile Server USB Port                       |            |             | 43.46        |
|         | 062515    |                            | Port Adapter - TriTech 5.5 Project           |            |             | 24.30        |

Total for Check Number 15444: 1,986.53

| 15445   | 0077356B 0615 | CENTURYLINK     | June 2015 Telephone Service                  | 06/25/2015 | 0.00        | 1,396.29     |

AP Checks by Date - Detail by Check Date (6/26/2015 1:50 PM)
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Total for 6/26/2015: 0.00 39,163.91

Report Total (65 checks): 0.00 785,545.09
MEETING DATE: July 10, 2015

SUBJECT: 2016 Proposed Budget

FROM: Gwen Pilo, Finance Manager

Reviewed by: __X__ Director  __X___ Finance Manager

HISTORY: NORCOM staff begins the budget process in January of each year by creating a Budget Policy document that provides the basis for the creation of the budget. The budget policy was approved by the Governing Board at its May 8, 2015 meeting.

The primary goals of the 2016 Budget Policy are:

1) Use a zero based budget strategy to insure all costs are validated and justified.

2) Any increases to service levels or service enhancements will be brought forward for approval.

3) Review risks in the areas of:
   a. State and Local E-911 revenue;
   b. NG-911 Technology, including Text-to-911;
   c. Regional Radio Replacement Initiative;
   d. E-911 Phone Upgrade;
   e. NORCOM Associated Guild Contract.

4) Review opportunities to:
   a. Earn the AWC Well-City Award to receive a 2% discount on medical costs in 2017;
   b. Revisit the staffing model and service level expectations using the Workload Analysis Study;
   c. Assess NORCOM’s facility requirements;
   d. Analyze User Fee’s as presented in the User Fee Analysis to illustrate the impact if a change were made in 2017;
   e. Implement Information Technology Service Level Agreements in 2017;
   f. Address the issues for phone reconfiguration;
   g. Participate in E-911 Regional Governance to analyze and plan future projects that impact NORCOM;
   h. Begin the process of Long-Term Strategic Planning;
i. Consider the requirements for a 2017-2018 Biennial Budget.

The preliminary budget after new programs were added increased 4.6%.

The Finance Committee reviewed the New Program Requests, totaling $156,000, and determined to recommend the requests be funded with 2015 Ending Fund Balance, since they were primarily one-time requests. Therefore, NORCOM’s 2016 Proposed Budget reflects a 3.3% increase in Operating Fund expenses, including transfers out.

The Joint Operating Board reviewed the Status Quo and New Program budget at their May 28, 2015 meeting and approved a recommendation of the Status Quo Budget at a Special Meeting held July 3, 2015.

**Overview of the 2016 Proposed Budget by Fund and Program (page 4):** Beginning in 2013 NORCOM began the process of identifying costs by program to assist in identifying the cost of services provided by function. The 2016 Proposed Budget is presented in this format. The narrative beginning on page 4 provides information on each program, a summary of costs included and any increases or decreases.

**Operating Revenues (page 14):** This section provides the details of estimated operating revenues.

**Billable Calls for Service Comparisons (page 15):** The section highlighted in red shows billable call volume for 2016 allocations.

- 2015 Police 110,118  2016 Police 113,105  Increase 2,987 CFS
- 2015 Fire 56,498  2016 Fire 58,810  Increase 2,312 CFS

**2016 User Fee Breakdown-Full Cost Model (page 16):** This depicts actual cost without Bellevue Smoothing and is provided for your information only. A comparison of last year’s cost per billable call is provided here:

- 2015 Police $46.30  2015 Police $46.17  $0.13 Decrease
- 2015 Fire $90.25  2015 Fire $88.79  $1.46 Decrease

**2016 Proposed Budget at a Glance (page 17):** June 30, 2016 marks the end of Smoothing. The columns highlighted in blue shows 2016 numbers. The top section is a summary of budgeted expenditures and revenues. The lower section details the estimated costs for each agency with smoothing applied for the first half of 2016 Assessment, actual cost with no smoothing for the second half of 2016 Assessment, and the total for the year. The billable call volume is presented on the right.

**SUMMARY OF DISTRIBUTION – PAGE 18**
Exhibit 1 shows an overview of Budget, Smoothing and Cost allocations since the inception of NORCOM. It is provided to you for your information.

**10 year Projection to Actual:**

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<th>Budgeted Expenditures</th>
<th>10 Year Forecast</th>
<th>Budget Less Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>11,392,001</td>
<td>11,917,529</td>
<td>(525,528)</td>
</tr>
<tr>
<td>2015</td>
<td>11,803,681</td>
<td>12,348,451</td>
<td>(544,770)</td>
</tr>
<tr>
<td>2016</td>
<td>12,193,050</td>
<td>12,795,724</td>
<td>(602,674)</td>
</tr>
</tbody>
</table>

**PROPOSAL:** The Joint Operations Board recommended the Status Quo budget to the Governing Board at a Special Meeting held July 3, 2015.

The Finance Committee has recommended the Status Quo Budget as the Proposed Budget, representing:

- a 3.3% increase in Operating Funds;
- Capital Projects funded out of Ending Fund Balance;
- Equipment Replacement contribution is $415,000 and radio equipment be removed from the fund;
- No contribution to Operating Expense Reserve;
- Funds are transferred from the E-911 Escrow account as they become available or are used;
- Rate Stabilization funds remain intact until a need is identified.
### Overview of the 2016 Proposed Budget by Fund and Program

#### OPERATING FUND
The Operating Fund is the main fund of NORCOM and is used to account for all financial expenditures and revenues for daily operation.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2014 Actual</th>
<th>2015 Adopted Budget</th>
<th>2016 Preliminary Budget</th>
<th>Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>.01. Personnel Services</td>
<td>$8,216,380</td>
<td>$9,097,887</td>
<td>$9,530,755</td>
<td>$432,868</td>
<td>4.8%</td>
</tr>
<tr>
<td>.02. Employee Services</td>
<td>68,064</td>
<td>80,050</td>
<td>79,880</td>
<td>(170)</td>
<td>-0.2%</td>
</tr>
<tr>
<td>.03. Education</td>
<td>59,045</td>
<td>93,250</td>
<td>101,675</td>
<td>8,425</td>
<td>9.0%</td>
</tr>
<tr>
<td>.04. Recognition</td>
<td>5,154</td>
<td>4,464</td>
<td>4,800</td>
<td>336</td>
<td>7.5%</td>
</tr>
<tr>
<td>.05. General Government Administration</td>
<td>1,129,542</td>
<td>991,857</td>
<td>1,029,175</td>
<td>37,318</td>
<td>3.8%</td>
</tr>
<tr>
<td>.06. Legislative Activities</td>
<td>51,545</td>
<td>1,750</td>
<td>10,070</td>
<td>8,950</td>
<td>511.4%</td>
</tr>
<tr>
<td>.07. Recruitment &amp; Hiring</td>
<td>27,770</td>
<td>48,650</td>
<td>46,050</td>
<td>(2,600)</td>
<td>-5.3%</td>
</tr>
<tr>
<td>.20. Communications Room</td>
<td>135,776</td>
<td>298,343</td>
<td>170,380</td>
<td>(127,963)</td>
<td>-42.9%</td>
</tr>
<tr>
<td>.21. New Hire Academy</td>
<td>2,455</td>
<td>3,235</td>
<td>4,760</td>
<td>1,525</td>
<td>47.1%</td>
</tr>
<tr>
<td>.22. Continuity of Operations</td>
<td>-</td>
<td>1,500</td>
<td>1,500</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>.30. Police Services</td>
<td>122,172</td>
<td>416,836</td>
<td>441,650</td>
<td>24,814</td>
<td>6.0%</td>
</tr>
<tr>
<td>.55. Fire Services</td>
<td>179,017</td>
<td>164,870</td>
<td>218,655</td>
<td>53,785</td>
<td>32.6%</td>
</tr>
<tr>
<td>.56. Fire &amp; EMS Alerting System</td>
<td>65,698</td>
<td>109,873</td>
<td>96,560</td>
<td>(13,313)</td>
<td>-12.1%</td>
</tr>
<tr>
<td>.80. Redmond Satellite Center</td>
<td>17,883</td>
<td>41,116</td>
<td>41,510</td>
<td>394</td>
<td>1.0%</td>
</tr>
<tr>
<td>.85. Capital Contracts</td>
<td>-</td>
<td>35,000</td>
<td>-</td>
<td>(35,000)</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>534,835</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Transfers</td>
<td>200,000</td>
<td>415,000</td>
<td>415,000</td>
<td>-</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

**Operating Total** | $10,815,336 | $11,803,681 | $12,193,050 | $389,369 | 3.3% |

#### .01. Personnel Services – Direct cost of salaries, wages and benefits for all employees identified by department. Increased 4.8%.

#### SALARIES
The 2016 salary projection includes a total of 87 budgeted positions. Salaries increased 3.8%. It is important to note that negotiations with the guild continue and the numbers presented here are based on the current contract and may change based on the outcome of negotiations.

Salaries & Benefits incorporates the following changes:

- **Salary Increase = 2% Market Adjustment & appropriate step increases**
- **Total FTE count is 87**
- **Six (6) vacant Telecommunicator FTE’s**
- **Two (2) vacant Information Technology FTE’s**
- **Overtime Equivalent to 2.5 FTE’s**
- **PERS increase from 9.21 to 11.18% (effective July 1, 2015)**
- **Unemployment used current rate of 1.71% (up 0.68% from 2014)**

On the following pages Table I provides a reconciliation of salaries from 2015 to 2016 and Table II provides an illustration of funded positions for the last three years.
Table I - Payroll Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$6,429,697</td>
<td>$9,530,755</td>
</tr>
<tr>
<td>Overtime</td>
<td>$217,335</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>$2,450,855</td>
<td>$174,510</td>
</tr>
</tbody>
</table>

**2015 Salaries (budget)** $9,097,887

Plus:
- Overtime 10,122
- Telecomunicator Pay Increases 166,291
- Operations Supervisors (59,995) One FTE to Administration
- Information Technology Services 6,265
- Adminstration 135,675 One FTE from Supervisors and reclassification of Admin Asst. to Exe. Asst.

**Benefits** 174,510

**2016 Salaries & Wages** $9,530,755

Table II - Position History

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Director</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Police Liason</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative/Executive Assistant</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>QA &amp; Records Specialist</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Accounting &amp; Benefits Specialist</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources Manager</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Human Resources Administrator</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>HR Specialist</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Team Supervisor</td>
<td>6.00</td>
<td>6.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Telecommunicator</td>
<td>60.00</td>
<td>62.00</td>
<td>62.00</td>
</tr>
<tr>
<td>Accreditation/Facilities/Continuity of Operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AFC Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology Director</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Information Technology Manager</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Technical Services Team Supervisor</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Technology Team Member</td>
<td>8.00</td>
<td>8.00</td>
<td>8.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>86.00</td>
<td>87.00</td>
<td>87.00</td>
</tr>
</tbody>
</table>

Budgeted Full Time Position History by Business Unit
**OVERTIME**
Overtime increased 4.7%. Overtime for 2016 is estimated at 7,725 hours (equivalent of 4 FTE’s) based on the OT run rate at April 26, 2015. Using the average headcount of 60 decreased required overtime funding by $188,792 (2 FTE’s equivalent).

**BENEFITS**
NORCOM employees will be afforded the following benefits: PERS, FICA/Medicare, Medical Insurance premiums, L&I, Dental Insurance premiums, Vision Insurance premiums, Unemployment Compensation, Long Term Health Care, Individual Life Insurance and Municipal Employees’ Benefit Trust.

Increases to Medical/Dental/Vision are budgeted at 10%/8%/5% respectively. Benefit costs increased 7.12% due to an increase in the required PERS contribution (up to 11.18% from 9.21%), an increase in unemployment compensation rates, and the addition of dependents to employee’s dental benefits.

**.02. Employee Services** – Direct cost that supports personnel; includes the cost to run the Municipal Employee Benefit Trust (MEBT), the outsourcing of payroll, and the maintenance of Telestaff, the timekeeping system.

This program decreased 0.2%.

**.03. Education** – Direct cost that supports the training of personnel that can be identified by department. Net Training costs increased 9.0% ($8,425) from an increase in the number of personnel sent to Washington APCO conference and leadership training for operational and supervisory positions, and the addition of training for the CALEA accreditation process.

**.04. Recognition** – Direct cost that supports the recognition program as run by the Employee Recognition Committee. The Employee Recognition committee was convened to manage the recognition program and ensure NORCOM personnel receive appropriate appreciation and recognition for the outstanding work they do. Net increase in this program is $336 or 7.5% due to a change in how Telecommunicator week is funded. In previous years a lump sum was budgeted however all other appreciation days provide an amount towards each employee. Applying this method to Telecommunicator week increased the amount needed by $336.

**.05. General Government Administration** – Costs associated with running the agency not easily identified by department. These costs consist of office supplies, small tools, postage, insurance, phone services and leases.

This program has a net increase of 3.8% due to parking rate increases and other general increases.
.06. Legislative Activities – Direct cost associated with governing the agency. This program pays for supplies and refreshments for the Governing Board and other inter-agency meetings and professional services provided to the Governing Board by outside contractors.

The increase of 511.4% ($8,950) is for the ongoing services of Sotebeer Management for the continued monitoring of the King County E-911 Program.

.07. Recruitment & Hiring – Direct cost associated with hiring of personnel. This line decreases 5.3% ($2,600) due to a reduction in advertising and recruitment supplies.

.20. Communications Room – Costs associated with running the communications room not easily identified by department. Items included in this program include costs for negotiations, small tools, headsets and the cost associated with the repair and maintenance of the recording equipment and the CAD portion of the New World and TriTech System.

The program decreases (42.9%) can be accounted for from the CAD portion of the New World and TriTech Systems, previously over budgeted, and NORCOM Associated Guild contract negotiations which will not be required in 2016.

.21. New Hire Academy – Direct cost associated with training new Telecommunicators. As NORCOM became fully staffed the costs associated with training decreased. NORCOM is estimating the possibility of hiring and training 8 FTE’s in 2016, up from the 5 in previous years.

.22. Continuity of Operations – Costs associated with continuing operations in the event of a disaster. No change in this line item.

.30. Police Services – Direct costs associated with the support of Police services. This program includes the cost of ACCESS and software maintenance (Virtual Partner, NWS, Net Motion, LogMeIn, and Coplogic).

Increased $24,814 for general cost increases and the New World SSMA previously over-budgeted in .20.

.55. Fire Services – Direct costs associated with the support of Fire Services. This program includes the cost of software maintenance (Move-up Module, LogMeIn, NetMotion, TriTech, First Watch, and Zetron).

Increased $53,785 for general cost increases, TriTech Mobile, and the TriTech SMA previously over-budget in .20.
56. **Fire & EMS Alerting System** – Direct costs associated with the support of the Fire/EMS Alerting System. This program includes the radio site leases and maintenance, Locution software maintenance, and fire station maintenance. Decreased $13,313; Previously the Telephone lines that go to the radio sites were budgeted in this program, however the process of accounting for these costs in this manner is too cumbersome and the costs have been moved to the General Government Administration Program.

80. **Redmond Satellite Center** – Direct costs associated with the support of the Satellite Center located in Redmond (formerly known as the Backup Center). This program includes the cost of telephone services, business continuation routing, UPS maintenance and the cost to lease the space from Redmond.

Increased 1.0%.

85. **Capital Contracts** – Contracts not associated with the ICRM project that qualifies for capitalization.

All one-time Capital purchases will be made with 2015 Ending Fund Balance.

00. **Fund Transfers**

After a review of the cash flow model and estimated contributions for the next 20 years, the Finance Committee recommended removing the equipment associated with the 800 MHz levy and funding the Equipment Replacement account at $415,000.
The Capital Projects Fund was created to track projects lasting more than a year. The Integrated Communications and Records Management (ICRM) project began in 2008. The ICRM program is now defined as a collection of several projects that have related goals and shared resources. Projects are identified within the Fire and Police Stakeholder groups and a prioritized list of projects is presented to the Governing Board for approval.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2014 Actual</th>
<th>2015 Adopted</th>
<th>Preliminary Budget</th>
<th>Difference</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>-</td>
</tr>
<tr>
<td>ICRM Administration</td>
<td>575,469</td>
<td>199,295</td>
<td>$ (199,295)</td>
<td>-100.0%</td>
<td></td>
</tr>
<tr>
<td>New World Contract</td>
<td>312,990</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Interface configuration</td>
<td>282,745</td>
<td>15,000</td>
<td>$ (15,000)</td>
<td>-100.0%</td>
<td></td>
</tr>
<tr>
<td>TriTech Contract</td>
<td>-</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Fund Transfers</td>
<td>-</td>
<td>-</td>
<td>$ -</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Capital Projects Fund Totals</strong></td>
<td><strong>1,171,203</strong></td>
<td><strong>214,295</strong></td>
<td><strong>$ (956,908)</strong></td>
<td><strong>-81.7%</strong></td>
<td></td>
</tr>
</tbody>
</table>

The Joint Integrated Prioritized Technology List, approved at the May 8, 2015 Governing Board, meeting identified three (3) projects to start in 2016 and three (3) projects with an undetermined start date.

- Hosting of First Watch Transfer from Eastside Fire to NORCOM
- Interim Text to 911 Testing
- Disaster Recovery Site Build
- Fire Hydrant Inventory
- Decision Support Software
- FIRS Module

None of these projects have a budget associated with them at this time. The 2015 Estimated Ending Fund Balance is $544,580 and the Rate Stabilization fund has an Ending Fund Balance of $557,208. Both balances will be available to fund projects with Board approval.
**EQUIPMENT REPLACEMENT RESERVE**

This fund supports the replacement of capital items that are scheduled to be replaced in the future. The fund was established to replace existing equipment as appropriate.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2014 Actual</th>
<th>2015 Adopted</th>
<th>2016 Preliminary</th>
<th>Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>.05. General Government Administration</td>
<td>$280,696</td>
<td>$522,012</td>
<td>$332,954</td>
<td>($189,058)</td>
<td>-36.2%</td>
</tr>
<tr>
<td>.20. Communications Room</td>
<td>23,472</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>.22. Continuity of Operations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>.30. Police Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>.55. Fire Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>.56. Fire &amp; EMS Alerting System</td>
<td>68,362</td>
<td>8,772</td>
<td>15,912</td>
<td>$7,140</td>
<td>81.4%</td>
</tr>
<tr>
<td>.80. Redmond Satellite Center</td>
<td>31,955</td>
<td>25,500</td>
<td>38,607</td>
<td>$13,107</td>
<td>51.4%</td>
</tr>
<tr>
<td>Fund Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Equipment Replacement Reserve Total</strong></td>
<td><strong>$404,484</strong></td>
<td><strong>$556,284</strong></td>
<td><strong>$387,473</strong></td>
<td><strong>($168,811)</strong></td>
<td><strong>-30.3%</strong></td>
</tr>
</tbody>
</table>

**.050 General Government Administration** – Replacement of equipment that supports the general government and cannot be directly allocated to other programs.

- 40 Desktops - $40,800
- 50 Monitors - $25,500
- LAN Equipment - $266,654

**.56. Fire & EMS Alerting System** – Replacement of equipment that supports the Fire & EMS Alerting System.

- 2 UPS units and 2 antennas at Radio sites - $15,912

**.80. Redmond Satellite Center** – Replacement of equipment at the satellite center.

- Smart UPS Batteries - $11,832
- 25 Desktops - $26,775
**OPERATING EXPENSE RESERVE**

This fund represents a working capital reserve provision based on 5% of operating expenses less salaries and benefits. The formula and percentage for the Operating Expense Reserve is provided below:

\[
(\text{Operating Fund (Capital Contracts + Fund Transfers + Personnel Services)}) \times 5\%
\]

Using this formula, no contribution is required in 2016.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2014 Actual</th>
<th>2015 Adopted</th>
<th>Preliminary</th>
<th>Difference</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Transfers</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>- $</td>
<td>-</td>
</tr>
<tr>
<td>Operating Expense Reserve Total</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>- $</td>
<td>-</td>
</tr>
</tbody>
</table>
**E-911 ESCROW TRUST FUND**

King County E-911 collects excise taxes for wireline, wireless and Voice over Internet Protocol (VoIP) services. These funds are used to help offset the costs of operations. King County maintains the funds in escrow and the funds are transferred to the NORCOM operating fund as needed or allowed by King County policy.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2014 Actual</th>
<th>2015 Adopted Budget</th>
<th>2016 Preliminary Budget</th>
<th>Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-911 Escrow Trust</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Fund Transfers</td>
<td>$1,839,221</td>
<td>$1,504,571</td>
<td>$1,508,464</td>
<td>$3,893</td>
<td>0.3%</td>
</tr>
<tr>
<td>E-911 Escrow Total</td>
<td>$1,839,221</td>
<td>$1,504,571</td>
<td>$1,508,464</td>
<td>$3,893</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

The recently extended PSAP agreement allowed for the same contribution in 2016 as was received in 2015.

**Fund Transfers** – Funds available for:
Telecommunicator Salaries = $701,954
Reimbursement of IT Salaries = $440,153
Reimbursement of Equipment = $362,464
Total $1,504,571
RATE STABILIZATION FUND

During the 2012 budget process the Governing Board approved the use of 2011 Ending Fund Balance to create a Rate Stabilization Fund in order to offset increases to Participating and Subscribing Agencies. In 2013, the Board determined these funds should be used for onetime costs only.

There are no anticipated costs to fund in 2016.

<table>
<thead>
<tr>
<th>Account Description</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Adopted</td>
<td>Preliminary</td>
</tr>
<tr>
<td>Rate Stabilization Fund</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Fund Transfers</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Rate Stabilization Fund Total</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>
## OPERATING REVENUES

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Description</th>
<th>2014 Actual</th>
<th>2015 Adopted</th>
<th>Preliminary</th>
<th>Difference</th>
<th>Change</th>
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<tbody>
<tr>
<td><strong>Intergovernmental Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Kirkland</td>
<td></td>
<td>$</td>
<td>-</td>
<td>-</td>
<td>6,810</td>
<td>0.00%</td>
</tr>
<tr>
<td>City of Redmond</td>
<td></td>
<td>38,838</td>
<td>39,838</td>
<td>42,093</td>
<td>2,255</td>
<td>5.66%</td>
</tr>
<tr>
<td><strong>Total Intergovernmental Revenue</strong></td>
<td></td>
<td>38,838</td>
<td>39,838</td>
<td>48,903</td>
<td>9,065</td>
<td></td>
</tr>
<tr>
<td><strong>Other Revenue Sources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Reimbursements</td>
<td></td>
<td>22,161</td>
<td>29,313</td>
<td>23,888</td>
<td>(5,426)</td>
<td>-24.48%</td>
</tr>
<tr>
<td>KC EMS Performance Standards</td>
<td></td>
<td>130,228</td>
<td>162,853</td>
<td>168,889</td>
<td>6,036</td>
<td>4.63%</td>
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<tr>
<td><strong>Total Other Revenue</strong></td>
<td></td>
<td>152,389</td>
<td>192,166</td>
<td>192,777</td>
<td>611</td>
<td></td>
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<tr>
<td><strong>Operating Transfers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expense Reserve</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>E-9-1-1 Escrow Account</td>
<td></td>
<td>1,524,166</td>
<td>1,504,571</td>
<td>1,508,464</td>
<td>3,893</td>
<td>0.26%</td>
</tr>
<tr>
<td>Rate Stabilization Fund</td>
<td></td>
<td>$</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Operating Transfers</strong></td>
<td></td>
<td>1,524,166</td>
<td>1,504,571</td>
<td>1,508,464</td>
<td>3,893</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td></td>
<td>1,715,392</td>
<td>1,736,575</td>
<td>1,750,144</td>
<td>13,569</td>
<td>0.78%</td>
</tr>
</tbody>
</table>

### INTERGOVERNMENTAL REVENUE

New for 2016 are the City of Kirkland payments for the New World Systems Inmate Tracking module.

Subscriber Fees equal an additional 6% of Subscriber assessments. The number is based on the Preliminary Budget total of assessments of $10,484,999.

### OTHER REVENUE SOURCES

#### Parking Reimbursements

NORCOM pays for parking for employees. This line represents the portion of the fees collected from employees for reimbursement.

#### KC-EMS Performance Standards

King County reimburses NORCOM for meeting certain performance standards related to EMS. The previous year contract amount is used for budgetary purposes and the maintenance for the eCBD tool has been added to the KCEMS line item.
OPERATING TRANSFERS

E-9-1-1 Escrow Account

The previous year amount is used for current year budgeting until King County releases the 2016 projected budget amounts. The increase in E-9-1-1 funding is from an increase in wireless usage contribution in 2015.

Billable Calls for Service Comparisons

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>2015 Call Volume</th>
<th>2015 Operating % (8 Q Avg)</th>
<th>2016 Call Volume</th>
<th>2016 Operating % (8 Q Avg)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue Fire</td>
<td>14,459</td>
<td>25.59%</td>
<td>15,011</td>
<td>25.52%</td>
</tr>
<tr>
<td>Bellevue Police</td>
<td>48,132</td>
<td>43.71%</td>
<td>50,191</td>
<td>44.38%</td>
</tr>
<tr>
<td>Bothell***</td>
<td>4,419</td>
<td>7.83%</td>
<td>4,535</td>
<td>7.71%</td>
</tr>
<tr>
<td>Clyde Hill**</td>
<td>1,479</td>
<td>1.34%</td>
<td>1,648</td>
<td>1.46%</td>
</tr>
<tr>
<td>KCFD #45 (Duvall)</td>
<td>660</td>
<td>1.17%</td>
<td>705</td>
<td>1.20%</td>
</tr>
<tr>
<td>Eastside Fire and Rescue</td>
<td>7,266</td>
<td>12.86%</td>
<td>7,558</td>
<td>12.85%</td>
</tr>
<tr>
<td>KCFD #27 (Fall City)</td>
<td>411</td>
<td>0.73%</td>
<td>415</td>
<td>0.71%</td>
</tr>
<tr>
<td>Kirkland Fire</td>
<td>6,155</td>
<td>10.89%</td>
<td>6,261</td>
<td>10.65%</td>
</tr>
<tr>
<td>Kirkland Police</td>
<td>48,698</td>
<td>44.22%</td>
<td>46,943</td>
<td>41.50%</td>
</tr>
<tr>
<td>Medina***</td>
<td>2,172</td>
<td>1.97%</td>
<td>2,330</td>
<td>2.06%</td>
</tr>
<tr>
<td>Mercer Island Fire</td>
<td>1,922</td>
<td>3.40%</td>
<td>2,067</td>
<td>3.52%</td>
</tr>
<tr>
<td>Mercer Island Police</td>
<td>9,637</td>
<td>8.75%</td>
<td>11,994</td>
<td>10.60%</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>2,357</td>
<td>4.17%</td>
<td>2,483</td>
<td>4.22%</td>
</tr>
<tr>
<td>Redmond Fire (inc. FD 34)</td>
<td>7,423</td>
<td>13.14%</td>
<td>7,756</td>
<td>13.19%</td>
</tr>
<tr>
<td>Shoreline Fire</td>
<td>7,872</td>
<td>13.93%</td>
<td>8,292</td>
<td>14.10%</td>
</tr>
<tr>
<td>KCFD #50 (Skykomish)</td>
<td>197</td>
<td>0.35%</td>
<td>173</td>
<td>0.29%</td>
</tr>
<tr>
<td>Snoqualmie</td>
<td>741</td>
<td>1.31%</td>
<td>790</td>
<td>1.34%</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire &amp; Rescue</td>
<td>280</td>
<td>0.50%</td>
<td>242</td>
<td>0.41%</td>
</tr>
<tr>
<td>Woodinville Fire &amp; Rescue</td>
<td>2,337</td>
<td>4.14%</td>
<td>2,523</td>
<td>4.29%</td>
</tr>
<tr>
<td>TOTAL- PARTICIPATING AGENCIES</td>
<td>166,617</td>
<td>200.00%</td>
<td>171,915</td>
<td>200.00%</td>
</tr>
</tbody>
</table>

**Includes Yarrow Point, population 1,000
***Includes Hunts Point, population 445
****Includes Snohomish Fire Prot. District 10, population 11,000
## 2016 USER FEE BREAKDOWN - FULL COST MODEL

### NORCOM PROPOSED BUDGET

<table>
<thead>
<tr>
<th>NORCOM Cost</th>
<th>Fire / EMS</th>
<th>Police</th>
<th>NORCOM Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary &amp; Benefits</td>
<td>$ 4,765,378</td>
<td>$ 4,765,378</td>
<td>$ 9,530,755</td>
</tr>
<tr>
<td>Other Operating Costs</td>
<td>$ 1,123,647</td>
<td>$ 1,123,647</td>
<td>$ 2,247,295</td>
</tr>
<tr>
<td>Operating Total</td>
<td>$ 5,889,025</td>
<td>$ 5,889,025</td>
<td>$ 11,778,050</td>
</tr>
<tr>
<td>Capital Purchases</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Capital Equipment Replacement Reserve</td>
<td>$ 207,500</td>
<td>$ 207,500</td>
<td>$ 415,000</td>
</tr>
<tr>
<td>Operating Expense Reserve</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>NORCOM Total</td>
<td>$ 6,096,525</td>
<td>$ 6,096,525</td>
<td>$ 12,193,050</td>
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<tr>
<td>Outside Revenue</td>
<td>$ 241,680</td>
<td>$ 241,680</td>
<td>$ 241,680</td>
</tr>
<tr>
<td>Operating Transfers In</td>
<td>$ 1,508,464</td>
<td>$ 1,508,464</td>
<td>$ 1,508,464</td>
</tr>
<tr>
<td>NORCOM Net Expense</td>
<td>$ 5,221,453</td>
<td>$ 5,221,453</td>
<td>$ 10,442,906</td>
</tr>
</tbody>
</table>

### Police Calls

<table>
<thead>
<tr>
<th>Police</th>
<th>Calls</th>
<th>Operating Cost Each</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue</td>
<td>50,191</td>
<td>$ 46.165</td>
<td>$ 2,317,037</td>
</tr>
<tr>
<td>Clyde Hill</td>
<td>1,648</td>
<td>$ 46.165</td>
<td>$ 76,057</td>
</tr>
<tr>
<td>Kirkland</td>
<td>46,943</td>
<td>$ 46.165</td>
<td>$ 2,167,117</td>
</tr>
<tr>
<td>Medina</td>
<td>2,330</td>
<td>$ 46.165</td>
<td>$ 107,541</td>
</tr>
<tr>
<td>Mercer Island</td>
<td>11,994</td>
<td>$ 46.165</td>
<td>$ 553,701</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>113,105</td>
<td>$ 46.165</td>
<td>$ 5,221,453</td>
</tr>
<tr>
<td><strong>% of Total</strong></td>
<td>65.79%</td>
<td></td>
<td>50.00%</td>
</tr>
</tbody>
</table>

### Fire & EMS Calls

<table>
<thead>
<tr>
<th>Fire &amp; EMS</th>
<th>Calls</th>
<th>Operating Cost Each</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue</td>
<td>15,011</td>
<td>$ 88.785</td>
<td>$ 1,332,709</td>
</tr>
<tr>
<td>Bothell</td>
<td>4,535</td>
<td>$ 88.785</td>
<td>$ 402,618</td>
</tr>
<tr>
<td>Eastside Fire &amp; Rescue</td>
<td>7,558</td>
<td>$ 88.785</td>
<td>$ 670,994</td>
</tr>
<tr>
<td>KCFD # 27 (Fall City)</td>
<td>415</td>
<td>$ 88.785</td>
<td>$ 36,868</td>
</tr>
<tr>
<td>KCFD # 45 (Duvall)</td>
<td>705</td>
<td>$ 88.785</td>
<td>$ 62,616</td>
</tr>
<tr>
<td>KCFD # 50 (Skykomish)</td>
<td>173</td>
<td>$ 88.785</td>
<td>$ 15,360</td>
</tr>
<tr>
<td>Kirkland</td>
<td>6,261</td>
<td>$ 88.785</td>
<td>$ 555,906</td>
</tr>
<tr>
<td>Mercer Island</td>
<td>2,067</td>
<td>$ 88.785</td>
<td>$ 183,541</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>2,483</td>
<td>$ 88.785</td>
<td>$ 220,409</td>
</tr>
<tr>
<td>Redmond</td>
<td>7,756</td>
<td>$ 88.785</td>
<td>$ 688,640</td>
</tr>
<tr>
<td>Shoreline Fire</td>
<td>8,292</td>
<td>$ 88.785</td>
<td>$ 736,162</td>
</tr>
<tr>
<td>Snoqualmie</td>
<td>790</td>
<td>$ 88.785</td>
<td>$ 70,162</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire &amp; Rescue</td>
<td>242</td>
<td>$ 88.785</td>
<td>$ 21,508</td>
</tr>
<tr>
<td>Woodinville Fire &amp; Rescue</td>
<td>2,523</td>
<td>$ 88.785</td>
<td>$ 223,960</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>58,810</td>
<td>$ 88.785</td>
<td>$ 5,221,453</td>
</tr>
<tr>
<td><strong>% of Total</strong></td>
<td>34.21%</td>
<td></td>
<td>50.00%</td>
</tr>
</tbody>
</table>

### NORCOM Total

| NORCOM Total | $ 10,442,906 |
|----------------------|---------------|--------------|--------------|--------------|
| **Personnel Expenditures** | $9,530,755    | $9,097,887   | 4.76%        |              |
| **Operational Expenditures** | 2,247,295     | 2,255,794    | -0.38%       |              |
| **Total Operational Expenses** | 11,778,050    | 11,353,681   | 3.74%        |              |
| Plus:                |               |              |              |              |
| One Time Capital Purchases | -             | 35,000       |              |              |
| Transfer to Equipment Replacement | 415,000       | 415,000      | 0.00%        |              |
| Minus:               |               |              |              |              |
| Subscriber Revenues  | 48,903        | 39,838       | 22.75%       |              |
| Miscellaneous Revenues | 192,777       | 192,166      | 0.32%        |              |
| Operating Transfers In | 1,508,464     | 1,504,571    | 0.26%        |              |
| **Net to be paid with User Fees** | $10,442,906    | $10,067,104  | 3.73%        |              |

**2016 User Fees - Budget Cost**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue Fire</td>
<td>666,355</td>
<td>666,355</td>
<td>1,332,709</td>
<td>1,288,212</td>
</tr>
<tr>
<td>Bellevue Police</td>
<td>1,158,519</td>
<td>1,158,519</td>
<td>2,317,037</td>
<td>2,200,150</td>
</tr>
<tr>
<td>Bellevue Smoothing</td>
<td>220,500</td>
<td>220,500</td>
<td>484,500</td>
<td>484,500</td>
</tr>
<tr>
<td>Bellevue Total</td>
<td>$2,045,373</td>
<td>$1,824,873</td>
<td>$3,870,246</td>
<td>$3,870,246</td>
</tr>
<tr>
<td>Bothell Fire</td>
<td>185,329</td>
<td>201,309</td>
<td>386,638</td>
<td>358,070</td>
</tr>
<tr>
<td>Clyde Hill Police</td>
<td>36,296</td>
<td>38,028</td>
<td>74,324</td>
<td>64,138</td>
</tr>
<tr>
<td>Duvall Fire</td>
<td>28,823</td>
<td>31,308</td>
<td>60,130</td>
<td>53,477</td>
</tr>
<tr>
<td>Eastside Fire and Rescue</td>
<td>308,864</td>
<td>335,497</td>
<td>644,361</td>
<td>588,748</td>
</tr>
<tr>
<td>Fall City Fire</td>
<td>16,971</td>
<td>18,434</td>
<td>35,405</td>
<td>33,301</td>
</tr>
<tr>
<td>Kirkland Fire</td>
<td>266,888</td>
<td>277,953</td>
<td>533,841</td>
<td>498,689</td>
</tr>
<tr>
<td>Kirkland Police</td>
<td>1,034,201</td>
<td>1,083,558</td>
<td>2,117,759</td>
<td>2,111,830</td>
</tr>
<tr>
<td>Kirkland Total</td>
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<td>$1,361,511</td>
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<td>$2,651,600</td>
</tr>
<tr>
<td>Medina Police</td>
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<td>53,771</td>
<td>105,092</td>
<td>94,191</td>
</tr>
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<td>84,486</td>
<td>91,771</td>
<td>176,256</td>
<td>155,750</td>
</tr>
<tr>
<td>Mercer Island Police</td>
<td>264,240</td>
<td>276,851</td>
<td>541,090</td>
<td>417,895</td>
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<tr>
<td><strong>Mercer Island Total</strong></td>
<td>$348,725</td>
<td>$368,621</td>
<td>$717,346</td>
<td>$753,645</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>101,456</td>
<td>110,205</td>
<td>211,661</td>
<td>190,956</td>
</tr>
<tr>
<td>Redmond Fire</td>
<td>316,987</td>
<td>344,320</td>
<td>661,306</td>
<td>601,427</td>
</tr>
<tr>
<td>Shoreline Fire District</td>
<td>336,862</td>
<td>368,081</td>
<td>706,942</td>
<td>637,829</td>
</tr>
<tr>
<td>Skykomish Fire</td>
<td>7,070</td>
<td>7,680</td>
<td>14,750</td>
<td>15,921</td>
</tr>
<tr>
<td>Snoqualmie Fire</td>
<td>32,296</td>
<td>35,081</td>
<td>67,378</td>
<td>60,018</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire</td>
<td>9,900</td>
<td>10,754</td>
<td>20,655</td>
<td>22,688</td>
</tr>
<tr>
<td>Woodinville FLSD</td>
<td>103,091</td>
<td>111,980</td>
<td>215,071</td>
<td>189,315</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,221,453</td>
<td>$5,221,453</td>
<td>$10,442,906</td>
<td>$10,067,104</td>
</tr>
</tbody>
</table>

**Calls for Service**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue Fire</td>
<td>666,355</td>
<td>666,355</td>
<td>1,332,709</td>
<td>1,288,212</td>
</tr>
<tr>
<td>Bellevue Police</td>
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</tr>
<tr>
<td>Fall City Fire</td>
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<td>18,434</td>
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<tr>
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</tr>
<tr>
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<td>2,117,759</td>
<td>2,111,830</td>
</tr>
<tr>
<td><strong>Mercer Island Total</strong></td>
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<td>$368,621</td>
<td>$717,346</td>
<td>$753,645</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>101,456</td>
<td>110,205</td>
<td>211,661</td>
<td>190,956</td>
</tr>
<tr>
<td>Redmond Fire</td>
<td>316,987</td>
<td>344,320</td>
<td>661,306</td>
<td>601,427</td>
</tr>
<tr>
<td>Shoreline Fire District</td>
<td>336,862</td>
<td>368,081</td>
<td>706,942</td>
<td>637,829</td>
</tr>
<tr>
<td>Skykomish Fire</td>
<td>7,070</td>
<td>7,680</td>
<td>14,750</td>
<td>15,921</td>
</tr>
<tr>
<td>Snoqualmie Fire</td>
<td>32,296</td>
<td>35,081</td>
<td>67,378</td>
<td>60,018</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire</td>
<td>9,900</td>
<td>10,754</td>
<td>20,655</td>
<td>22,688</td>
</tr>
<tr>
<td>Woodinville FLSD</td>
<td>103,091</td>
<td>111,980</td>
<td>215,071</td>
<td>189,315</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,221,453</td>
<td>$5,221,453</td>
<td>$10,442,906</td>
<td>$10,067,104</td>
</tr>
</tbody>
</table>
### SUMMARY OF DISTRIBUTION

**Exhibit 1 – Summary of Distribution of Budget, Smoothing, and Costs**

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget Cost Split</th>
<th>Smoothing</th>
<th>Direct Staffing Cost</th>
<th>Direct Operating Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fire</td>
<td>Police</td>
<td>50% Budget</td>
<td>Fire</td>
</tr>
<tr>
<td>2009</td>
<td>50%</td>
<td>50%</td>
<td>$4,417,290</td>
<td>70%</td>
</tr>
<tr>
<td>2010</td>
<td>50%</td>
<td>50%</td>
<td>$4,504,854</td>
<td>70%</td>
</tr>
<tr>
<td>2011</td>
<td>50%</td>
<td>50%</td>
<td>$4,588,831</td>
<td>70%</td>
</tr>
<tr>
<td>2012</td>
<td>50%</td>
<td>50%</td>
<td>$4,588,332</td>
<td>70%</td>
</tr>
<tr>
<td>2013 Budget</td>
<td>50%</td>
<td>50%</td>
<td>$4,790,180</td>
<td>70%</td>
</tr>
<tr>
<td>2014 Budget</td>
<td>50%</td>
<td>50%</td>
<td>$4,844,626</td>
<td>70%</td>
</tr>
<tr>
<td>2015 Budget</td>
<td>50%</td>
<td>50%</td>
<td>$5,033,854</td>
<td>70%</td>
</tr>
<tr>
<td>2016 Budget</td>
<td>50%</td>
<td>50%</td>
<td>$5,221,453</td>
<td>70%</td>
</tr>
</tbody>
</table>

2014 Fire Direct Operating Costs includes the $70,000 for the replacement of Locution Computers.

The 2015 & 2016 Direct Operating Costs do not take the Equipment Replacement cost into account.
MEMORANDUM

To: Governing Board
From: Tom Orr, Executive Director
Date: July 6, 2015
Subject: General Update – Governing Board Meeting – July 10, 2015

1. Interest Based Bargaining (IBB) – Sessions Continue in May:

   Interest Based Bargaining continues and good progress is being made.

2. King County E-911 Financial Stability Process

   The King County Auditor completed the audit of the King County E-911 Program Office and presented the results to two King County Council Committees (Government & Accountability and Law, Justice, Emergency Management). Telecommunicators from NORCOM and Valley Communications presented comments and a short video at the Government Accountability Committee hearing. PSAP Directors from Redmond and NORCOM and City Manager Kurt Triplett presented comments at the Law Justice Emergency Management committee meeting. A copy of the audit will be provided at the Governing Board meeting. The short video will also be played at the Governing Board meeting. Both hearings were well attended by NORCOM agencies and representatives as well as many officials for other PSAPs.

   On July 1, the King County Executive delivered a proposed ordinance for PSAP oversight. A number of events will occur over the next 10 days that pertain to the Ordinance.

   **July 8, 2015:** Regional Policy Committee Meeting, 3:30-4:30, King County Courthouse
   - Chaired by Pete Von Reichbauer
   - Auditor will present results of audit of King County E-911 Program
   - Chair Von Reichbauer has invited NORCOM and Valley Comm to speak for three minutes each
   - Bothell, Redmond, Issaquah, NORCOM, Valley Communications and any other jurisdictions with members on the RPC plan to:
     - (1) brief their member(s) on what to expect; and
     - (2) request opportunity to comment, if so desired, from Chair Von Reichbauer

   **July 9, 2015:** PSAP Leader Meeting, Bellevue City Hall
   - Finalization of Joint Comments from PSAPs on PSAP ordinance and joint letter transmitting comments
   - Discussion of Letters of Interests from jurisdictions seeking voting seats on PSAP Regional Oversight Committee

   **July 10, 2015:** Due Date for following:

   [List of due dates and events]
• PSAP joint comments on proposed ordinance due to King County Councilmember Jane Hague, Chair of Committee of Whole.
• Letter(s) of Interest from jurisdictions with PSAPs (e.g. Redmond, Bothell, Issaquah) expressing desire to be appointed to PSAP Regional Oversight Committee due. Send direct to Jane Hague (If you can’t complete letter by July 10, the absolute last date is July 13)

**July 15, 2015**: King County Council Committee of the Whole - hearing on ordinance. King County Courthouse, 10th Floor.
• PSAPs may be invited to comment
• As many PSAPs as possible should attend
MEMORANDUM

To: NORCOM Governing Board
From: Mike Mandella, Deputy Director
Date: July 10, 2015
Re: General Update – Governing Board Meeting – July 10, 2015

- Current/Ongoing Events
  - July 4th Call Activity:
    The Independence Day Holiday is typically busy. Compound the spirited celebrations with the prolonged hot and dry weather which caused significant fuel load for fires, and we have more potential for an even more hectic call-volume day. In preparation for this, NORCOM added additional staff during the hours of 1700 to 0300 to handle the volume. And the call-volume was indeed excessive, with 1929 calls received in the 24-hour period of 0400 to 0300 July 4 to 5, with 739 calls in the five (5) hours between 2100 and 0200.
    The following chart illustrates the number of “significant” calls handled this year:

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>113 Fireworks Complaints</td>
<td>120 Fireworks Complaints</td>
</tr>
<tr>
<td>4 Bark Fires</td>
<td>16 Bark Fires</td>
</tr>
<tr>
<td>7 Smoke-Burn Complaints</td>
<td>14 Smoke – Burn Complaints</td>
</tr>
<tr>
<td>1 Residential Structure Fire</td>
<td>3 Residential Structure Fires</td>
</tr>
<tr>
<td>1 Dumpster Fire</td>
<td>4 Dumpster Fires</td>
</tr>
<tr>
<td>13 Brush Fires</td>
<td>34 Brush Fires</td>
</tr>
</tbody>
</table>

- 911 Phone System Upgrade:
  Bi-weekly conference calls with Century Link, Intrado, King County and Washington State 911 Program Office staff continue. Phone system issues continue to decline, and the majority of problems have been resolved. The few open issues continue toward resolution. Progress on the QoS solution continues, with testing at the King County 911 Program Office this month. NORCOM staff will assist technicians from Century Link and Intrado with the testing.

- Tri Tech CAD Upgrade to v 5.5:
  This CAD upgrade is scheduled for completion, including robust testing, in the third quarter of 2015. NORCOM Operations staff is working with the tech team to develop testing scenarios and to develop a training outline and plan.
• **Contract Negotiations:**
  Negotiation of the NORCOM Associated Guild collective bargaining agreement continues, with six (7) sessions having been completed at the date of this writing. The initial negotiation sessions were focused on non-economic issues. There are few remaining language items to be resolved. An all-day session on July 9 will focus almost entirely on examining the comparability study results. The Interest Based Bargaining method appears to be working well.

• **Activity Since Last Report**
  • Recording System RFP - UPDATE:
    As reported last month, a Request for Proposals (RFP) was issued for the replacement of our out-of-date recorder system. The Recorder system is used to record all radio transmissions captured on the new logging radios and, phone calls from 911 or 10-digit emergency lines. The RFP requires the system to be capable to save the recorded voice for up to 90 days. In addition, and to be in a position to accommodate text-to-911 in the future, the RFP specifies that the system be expandable to record and retain this type data for 90 days as well. Six “compliant” responses were received by the RFP deadline and have been reviewed by a small team at NORCOM. Four (4) highly qualified vendors were invited to demonstrate their product to the review team on May 28, 29 and June 2nd. The team has rated the products based on best match to the needs as described in the RFP, as well as to overall cost, including maintenance support for five (5) years and has made their recommendation to the Executive Director. The successful bidder was VPI and we are currently drafting the scope of work and the next step will be to enter into a contract for the work, assumed to begin in August. Funding for this project is in the equipment replacement fund.
MEMORANDUM

To: NORCOM Governing Board
From: Sheryl Mullen - Accreditation, Facilities, and Continuity of Operations Manager
Date: July 1 2015
Re: Staff Update as of July 1, 2015

Performance Measurement Data through June is included in packet.

HAPPY ANNIVERSARY TO NORCOM! July 1st was the 6th anniversary of NORCOM’s Go-Live.

1. Activity Since Last Report
   a. Facilities
      i. NORCOM is continuing to work with the City of Bellevue on the construction of a second men’s restroom in an existing shower facility (scheduled for 2015). Drain work for an ice machine in the kitchen will also be completed at this time in support of the City of Bellevue Refrigerator and Freezer replacement project. On 7/1 the City of Bellevue performed some preliminary investigative work in the kitchen in advance of this project. The City of Bellevue is working to identify a project manager for this and will contact NORCOM once that person is identified.
      ii. Worn seats on the Herman Miller chairs in the communications room have been replaced while under warranty. They have a 12 year warranty and NORCOM is taking advantage of the opportunity to have them refurbished.

   b. Facility Needs Assessment
      i. A draft has been received of the Workload Analysis Report and is being reviewed. NORCOM is waiting for additional work to be completed by ADCOMM Engineering. Once finalized, this information will be used as we move forward with the facility needs assessment.

   c. Accreditation
      i. Continued monitoring of NORCOM practices and procedures for CALEA compliance in anticipation of NORCOM’s beginning of the self-assessment portion of the CALEA accreditation process.

   d. Continuity of Operations
      i. A draft COOP has been provided to a small representative group of NORCO personnel to review. A tabletop meeting will be held in early August to review the processes prior to submitting to the Executive Director for his review.

   e. Miscellaneous
      i. Continued involvement with Employee Recognition Committee, NORCOM On Track (Wellness Committee), and Safety Committee. Participating in negotiations with NORCOM Associated Guild.
      ii. Continued attendance at City of Bellevue Emergency Management Committee meetings.
iii. I attended the WA APCO-NENA Public Safety Communications Conference in Kennewick June 23-26. I attended many sessions dealing with a variety of topics including moral building, scenario based training, embracing gratitude, minimizing workplace drama, and a full day meeting with managers and directors from around the state sharing lessons learned and getting input on a variety of topics. I was elected WA APCO-NENA’s APCO Executive Council Rep which will allow me to represent Washington’s interests related to public safety communications to the National Board of Directors and act as a voice to bring national information back to our state.

f. Recent Recognition

Director Tom Orr presented Dave Stuby and Paula Burns with Lifesaver Awards from King County EMS.

NORCOM’s Jessica Cannon receiving WA APCO-NENA Telecommunicator of the Year for Sustained Superior Performance Award in Kennewick, WA

NORCOM’s Jessica Cannon displays her award and Zeb Middleton’s award for Technician of the year. Zeb was unable to attend to accept the award.
NORCOM’s Becky Lucci was selected as the WA APCO-NENA ProCHRT Telecommunicator of the Month for June, 2015. This article was featured in the chapter newsletter.
Becky McCracken, Jessica Cannon, and Cory James working the TERT (Telecommunicator Emergency Response Team) booth at the conference.

NORCOM table at the Awards Banquet

Skip DeHennis, Jami Hoppen, Becky McCracken, Jessica Cannon, Sheryl Mullen, Kenny Solberg, and Cory James with the awards received at the banquet.

Skip DeHennis participating in a Speed Networking Activity.
NORCOM Telecommunicator Paula Burns and Accounting & Benefits Specialist Charlene Inman deliver items to Children’s Hospital. NORCOM partnered with WSP Communications to “Pay It Forward – From Our Hands to Yours”.

2. Activities
   a. I will be out of the office on PTO July 15-21.
The following performance data is included with this report:

- 911 Call Answer Standards
- 911 Call Answer Standard by Month and by Year
- NORCOM Actions (phones, police, and fire counts)
- CAD Calls by Year
- Fire CAD Incidents to Date AND Call to Dispatch Times
- Police CAD Incidents to Date AND Call to Dispatch Times
King County 911 Call Answering Standard

Standard: 90% of 9-1-1 telephone calls will be answered within 10 seconds or less during each hour of a calendar quarter. This graph represents the % of incoming 911 calls that were answered within the 10 second threshold for each quarter.

Monthly 911 Calls

635 Most 911 Calls received in a day (June 25, 2015)
440 Fewest 911 Calls received in a day (June 1, 2015)
538 Average Number of 911 Calls received per day in June 2015
972 Average Number of all calls per day in June 2015 (includes 911 calls)
16,154 Total number of 911 calls received in June 2015
29,173 Total number of all calls received in June 2015 (includes 911 calls)
911 Call Answer Statistics 2010 – Present

The NORCOM adopted standard is 90% of 9-1-1 telephone calls will be answered within 10 seconds or less during each hour of a calendar quarter (barring major disasters or other extraordinary events)

Source: King County Enhanced 911 Participation Agreement

2015 911 Call Answer Statistics compared with Number of 911 Calls Received
### 2015 NORCOM Phone Actions

<table>
<thead>
<tr>
<th>Month</th>
<th>911 Calls</th>
<th>911 Answer %</th>
<th>7 digit EMER</th>
<th>Non Emergency (Secondary)</th>
<th>Business</th>
<th>Fire Calls Dpd</th>
<th>PD Calls</th>
<th>Traffic Stops</th>
<th>Officer Initiated Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>13775</td>
<td>99.33%</td>
<td>7453</td>
<td>2747</td>
<td>1488</td>
<td>5211</td>
<td>8719</td>
<td>2920</td>
<td>383</td>
</tr>
<tr>
<td>February</td>
<td>12283</td>
<td>99.55%</td>
<td>6844</td>
<td>2530</td>
<td>1339</td>
<td>4457</td>
<td>7387</td>
<td>2512</td>
<td>310</td>
</tr>
<tr>
<td>March</td>
<td>13675</td>
<td>99.33%</td>
<td>8991</td>
<td>2863</td>
<td>1537</td>
<td>4946</td>
<td>8023</td>
<td>2572</td>
<td>254</td>
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<td>April</td>
<td>13078</td>
<td>99.72%</td>
<td>7535</td>
<td>2886</td>
<td>1627</td>
<td>4753</td>
<td>7994</td>
<td>2582</td>
<td>262</td>
</tr>
<tr>
<td>May</td>
<td>14519</td>
<td>99.46%</td>
<td>7885</td>
<td>2918</td>
<td>1707</td>
<td>5069</td>
<td>8686</td>
<td>2254</td>
<td>324</td>
</tr>
<tr>
<td>June</td>
<td>16154</td>
<td>99.03%</td>
<td>8565</td>
<td>3191</td>
<td>1881</td>
<td>5568</td>
<td>8965</td>
<td>2258</td>
<td>374</td>
</tr>
<tr>
<td>July</td>
<td></td>
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<td></td>
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<td>August</td>
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<td>September</td>
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<td>October</td>
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<td>November</td>
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<td></td>
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<tr>
<td>December</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Totals | 83484     | 99.40%        | 47273        | 17135                     | 9579     | 30004          | 49774    | 15098        | 1907                        | 66779

**911 Calls** = Landline, Wireless, & VoIP Calls on 911

**911 Answer %** = % of hours 911 calls were answered 90% of the time within 10 seconds

**7 digit EMER** = 425-577-5656 (alarm companies, transfers from agency phones, public safety agencies)

**Secondary Queue** = Calls have come in as 911 or 7 digit EMER, been screened, determined to be non-emergency, and transferred to the secondary queue

**Business** = 425-577-5600 (officers, family members, etc)

**Fire Calls Dpd** = Priority 0-5 calls with a unit assigned

**PD Calls** = All calls in CAD with unit assigned excluding TS & Officer Initiated

**Traffic Stops** - field initiated, included NORCOM involvement

**Officer Initiated** = Traffic Stops via MDC (not called out & no NORCOM action needed) and all other field initiated calls

**Test calls, cancelled calls, and calls with no unit dispatched are not reflected (not billable calls for service)**
### CAD Calls by Year  Updated 7/1/2015

This chart includes all calls entered into the CAD system with a unit dispatched on them (NOT calls for service by budget definition).

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011*</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Total Calls (3 years)</th>
<th>3 Year Average of Police Calls</th>
<th>3 Year Average of All Calls (P/F)</th>
<th>2015</th>
<th>2015 % of police calls to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue PD</td>
<td>64425</td>
<td>73673</td>
<td>54113</td>
<td>53057</td>
<td>58889</td>
<td>166059</td>
<td>42.00%</td>
<td>29.13%</td>
<td>30742</td>
<td>46.04%</td>
</tr>
<tr>
<td>Clyde Hill PD</td>
<td>3073</td>
<td>2880</td>
<td>2829</td>
<td>2746</td>
<td>2514</td>
<td>8089</td>
<td>2.05%</td>
<td>1.42%</td>
<td>1906</td>
<td>2.85%</td>
</tr>
<tr>
<td>Kirkland PD</td>
<td>44863</td>
<td>62925</td>
<td>63787</td>
<td>53499</td>
<td>54993</td>
<td>172279</td>
<td>43.57%</td>
<td>30.22%</td>
<td>24253</td>
<td>36.32%</td>
</tr>
<tr>
<td>Medina PD</td>
<td>2434</td>
<td>2034</td>
<td>3670</td>
<td>4218</td>
<td>3093</td>
<td>10981</td>
<td>2.78%</td>
<td>1.93%</td>
<td>2242</td>
<td>3.36%</td>
</tr>
<tr>
<td>Mercer Island PD</td>
<td>11705</td>
<td>13035</td>
<td>12745</td>
<td>10830</td>
<td>14428</td>
<td>38003</td>
<td>9.61%</td>
<td>6.67%</td>
<td>7636</td>
<td>11.43%</td>
</tr>
<tr>
<td><strong>Police Totals</strong></td>
<td>126500</td>
<td>154547</td>
<td>137144</td>
<td>124350</td>
<td>139517</td>
<td>395411</td>
<td>100.00%</td>
<td>69.37%</td>
<td>66779</td>
<td>100.00%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td>2011</td>
<td>2012</td>
<td>2013</td>
<td>2014</td>
<td>Total Calls (3 years)</td>
<td>3 Year Average of Fire Calls</td>
<td>3 Year Average of All Calls (P/F)</td>
<td>2015</td>
<td>2014 % of fire calls to date</td>
</tr>
<tr>
<td>Bellevue Fire</td>
<td>13141</td>
<td>12652</td>
<td>13357</td>
<td>13487</td>
<td>14346</td>
<td>41190</td>
<td>23.59%</td>
<td>7.23%</td>
<td>7018</td>
<td>23.39%</td>
</tr>
<tr>
<td>Bothell Fire</td>
<td>4456</td>
<td>4243</td>
<td>4513</td>
<td>4747</td>
<td>5386</td>
<td>14646</td>
<td>8.39%</td>
<td>2.57%</td>
<td>2764</td>
<td>9.21%</td>
</tr>
<tr>
<td>Duvall Fire</td>
<td>801</td>
<td>739</td>
<td>776</td>
<td>772</td>
<td>847</td>
<td>2395</td>
<td>1.37%</td>
<td>0.42%</td>
<td>396</td>
<td>1.32%</td>
</tr>
<tr>
<td>Eastside Fire</td>
<td>7943</td>
<td>7661</td>
<td>8127</td>
<td>8286</td>
<td>8600</td>
<td>25013</td>
<td>14.33%</td>
<td>4.39%</td>
<td>4258</td>
<td>14.19%</td>
</tr>
<tr>
<td>Fall City Fire</td>
<td>480</td>
<td>416</td>
<td>505</td>
<td>457</td>
<td>498</td>
<td>1460</td>
<td>0.84%</td>
<td>0.26%</td>
<td>230</td>
<td>0.77%</td>
</tr>
<tr>
<td>Kirkland Fire</td>
<td>6323</td>
<td>6510</td>
<td>6998</td>
<td>6854</td>
<td>7163</td>
<td>21015</td>
<td>12.04%</td>
<td>3.69%</td>
<td>3690</td>
<td>12.30%</td>
</tr>
<tr>
<td>Mercer Island Fire</td>
<td>2242</td>
<td>2120</td>
<td>2153</td>
<td>2104</td>
<td>2364</td>
<td>6621</td>
<td>3.79%</td>
<td>1.16%</td>
<td>1132</td>
<td>3.77%</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>2866</td>
<td>2514</td>
<td>2802</td>
<td>2831</td>
<td>2870</td>
<td>8503</td>
<td>4.87%</td>
<td>1.49%</td>
<td>1303</td>
<td>4.34%</td>
</tr>
<tr>
<td>Redmond Fire</td>
<td>6598</td>
<td>6150</td>
<td>6342</td>
<td>6318</td>
<td>6899</td>
<td>19559</td>
<td>11.20%</td>
<td>3.43%</td>
<td>3312</td>
<td>11.04%</td>
</tr>
<tr>
<td>Shoreline Fire</td>
<td>6730</td>
<td>6355</td>
<td>6769</td>
<td>6837</td>
<td>7472</td>
<td>21078</td>
<td>12.07%</td>
<td>3.70%</td>
<td>3887</td>
<td>12.95%</td>
</tr>
<tr>
<td>Skykomish Fire</td>
<td>323</td>
<td>280</td>
<td>295</td>
<td>274</td>
<td>266</td>
<td>835</td>
<td>0.48%</td>
<td>0.15%</td>
<td>119</td>
<td>0.40%</td>
</tr>
<tr>
<td>Snoqualmie Pass</td>
<td>236</td>
<td>278</td>
<td>311</td>
<td>305</td>
<td>311</td>
<td>927</td>
<td>0.53%</td>
<td>0.16%</td>
<td>130</td>
<td>0.43%</td>
</tr>
<tr>
<td>Snoqualmie Fire</td>
<td>801</td>
<td>778</td>
<td>802</td>
<td>906</td>
<td>863</td>
<td>2571</td>
<td>1.47%</td>
<td>0.45%</td>
<td>466</td>
<td>1.55%</td>
</tr>
<tr>
<td>Woodinville Fire</td>
<td>3285</td>
<td>3019</td>
<td>2963</td>
<td>2990</td>
<td>2821</td>
<td>8774</td>
<td>5.03%</td>
<td>1.54%</td>
<td>1299</td>
<td>4.33%</td>
</tr>
<tr>
<td><strong>Fire Totals</strong></td>
<td>56225</td>
<td>53715</td>
<td>56713</td>
<td>57168</td>
<td>60706</td>
<td>174587</td>
<td>100.00%</td>
<td><strong>30.63%</strong></td>
<td>30004</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

** Police Calls include only calls with a unit dispatched on them

** Fire Calls include only calls with a unit dispatched on them

* 2011 includes calls entered into New World & TriTech - some overlap exists.

Performance Measurement Data – July 1, 2015
Prepared by: Sheryl Mullen, Accreditation, Facility, & Continuity of Operations Manager
smullen@norcom.org  425-577-5676
NORCOM Fire/EMS Call Received to Call Dispatch Statistics & Incident Counts

This report includes all priority 0, 1, 2, 3, and 4 fire/EMS incidents with a unit dispatched on them. Data is gathered based on the time the call is picked up to the time a unit is dispatched on the incident.

% of Fire/EMS Calls under 60 Seconds Call Received to Call Dispatched (Goal = 90%)

![Graph showing % of Fire/EMS Calls under 60 Seconds Call Received to Call Dispatched](image)

# of Priority 0-4 Calls Dispatched in June 2015 - 4630

<table>
<thead>
<tr>
<th></th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>A</th>
<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>85%</td>
<td>86%</td>
<td>85%</td>
<td>83%</td>
<td>83%</td>
<td>87%</td>
<td>86%</td>
<td>86%</td>
<td>87%</td>
<td>84%</td>
<td>87%</td>
</tr>
<tr>
<td>2013</td>
<td>88%</td>
<td>87%</td>
<td>88%</td>
<td>87%</td>
<td>87%</td>
<td>86%</td>
<td>88%</td>
<td>88%</td>
<td>87%</td>
<td>88%</td>
<td>89%</td>
</tr>
<tr>
<td>2014</td>
<td>89%</td>
<td>88%</td>
<td>90%</td>
<td>89%</td>
<td>88%</td>
<td>87%</td>
<td>88%</td>
<td>89%</td>
<td>88%</td>
<td>90%</td>
<td>89%</td>
</tr>
<tr>
<td>2015</td>
<td>91%</td>
<td>91%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>88%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

% of Fire/EMS Calls under 90 Seconds Call Received to Call Dispatched (Goal = 99%)

![Graph showing % of Fire/EMS Calls under 90 Seconds Call Received to Call Dispatched](image)

<table>
<thead>
<tr>
<th></th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>A</th>
<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>94%</td>
<td>95%</td>
<td>95%</td>
<td>93%</td>
<td>94%</td>
<td>96%</td>
<td>95%</td>
<td>95%</td>
<td>96%</td>
<td>94%</td>
<td>97%</td>
</tr>
<tr>
<td>2013</td>
<td>96%</td>
<td>95%</td>
<td>96%</td>
<td>96%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>96%</td>
<td>96%</td>
<td>95%</td>
<td>96%</td>
</tr>
<tr>
<td>2014</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>96%</td>
<td>96%</td>
<td>96%</td>
<td>96%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>2015</td>
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<td>97%</td>
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<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
</tbody>
</table>
NORCOM Police Call Received to Call Dispatch Statistics & Call Counts

This report includes all calls with a unit dispatched on them with the exception of officer initiated (mobile) and radio initiated calls. Those incidents have been pulled from the reporting numbers because they do not accurately reflect call received to call dispatch times. In most cases, the unit was immediately dispatched on the incident (traffic incidents, on-views, etc).

**Average Call to Dispatch Times (MM:SS) for Police P1 and P2 incidents (Goal = 60 Seconds)**

All Police priority 1 and 2 calls are screened through NORCOMs Quality Assurance process. In addition, all calls over the 60 second threshold are reviewed to determine the circumstances which contributed to the apparent delay.

<table>
<thead>
<tr>
<th></th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>J</th>
<th>A</th>
<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>:54</td>
<td>1:05</td>
<td>:58</td>
<td>1:05</td>
<td>1:05</td>
<td>1:08</td>
<td>1:12</td>
<td>1:05</td>
<td>:54</td>
<td>:55</td>
<td>:57</td>
<td>1:03</td>
</tr>
<tr>
<td>2015</td>
<td>:52</td>
<td>1:01</td>
<td>1:05</td>
<td>:54</td>
<td>1:13</td>
<td>:56</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Average Call to Dispatch Times (MM:SS) for Police P3 Incidents (Goal – 3 Mins)**

Dispatch times on priority 3 police calls are frequently dependant on field units being available for dispatch. Calls of this type include traffic accidents, alarms, etc. Priority 3 calls are held until sufficient information is documented in the call to provide basic response information to field units. NORCOM continues to meet this performance standard.

![Graph showing average call to dispatch times for 2011 to 2015](image)

<table>
<thead>
<tr>
<th></th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>J</th>
<th>A</th>
<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1:57</td>
<td>2:02</td>
<td>2:00</td>
<td>1:51</td>
<td>1:47</td>
<td>1:57</td>
<td>1:47</td>
<td>1:55</td>
<td>1:55</td>
<td>2:32</td>
<td>1:33</td>
<td>1:44</td>
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<tr>
<td>2012</td>
<td>1:43</td>
<td>1:17</td>
<td>2:05</td>
<td>2:06</td>
<td>2:21</td>
<td>2:06</td>
<td>2:05</td>
<td>2:13</td>
<td>1:57</td>
<td>2:05</td>
<td>2:00</td>
<td>2:08</td>
</tr>
<tr>
<td>2013</td>
<td>2:09</td>
<td>1:55</td>
<td>1:53</td>
<td>2:00</td>
<td>1:53</td>
<td>2:10</td>
<td>1:51</td>
<td>1:51</td>
<td>2:16</td>
<td>1:54</td>
<td>2:05</td>
<td>1:56</td>
</tr>
<tr>
<td>2015</td>
<td>1:49</td>
<td>1:50</td>
<td>1:49</td>
<td>1:49</td>
<td>2:09</td>
<td>2:14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2494 Incidents
**Average Call to Dispatch Times (MM:SS) for Police P4 and P5 Incidents (Goal 60 Mins)**

NORCOM is easily meeting the expectation of non-emergency calls being dispatched in 60 minutes or less from the time of the call.

4265 Incidents

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
</table>
MEMORANDUM

To: Governing Board
From: Marla Smithhisler, HR Administrator
Date: Current as of July 1, 2015
Re: Staff Update

1. Current/Ongoing Events
   • Recruitment
     o Telecommunicator - continuous recruitment
       ▪ Conditional offer of employment extended to 1 candidate
       ▪ Final interview scheduling in process for 2 candidates
       ▪ 8 applicants currently in the background investigation process
       ▪ 8 applicants completed or scheduled to complete Suitability Assessment (reports pending)
       ▪ 1 candidate ready for preliminary interview
       ▪ 15 applicants ready for Split-Ear/ Multi-Task Test
     o MTS – Open positions
       ▪ There were 33 applicants for the MTS – Applications Analyst position. Application materials were reviewed and six applicants were chosen for preliminary interviews next week. Scheduling in progress. The interview panel is developing skills testing as a next step in the hiring process.
   • Investigations
     o One active investigation.
   • Personnel management
     o Approximately 20 -25% of time is spent addressing personnel issues, questions, and/or concerns via email, telephone, and in person.
NORCOM On Track -
  - The committee is wrapping up a 5 week Focus on Nutrition campaign. Each week there is a new nutrition-related topic, with recipes, food samples and a lot of information. The group continues to work on planning activities for the rest of the year, including activities challenges, health screenings and promoting EAP services. At work health screenings are tentatively scheduled for August 26th and the next activities challenge will focus on educating employees on the extensive services EAP provides.

2. HR Metrics:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration (Authorized 8 FTE's)</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td></td>
<td></td>
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<td></td>
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<td>1</td>
</tr>
<tr>
<td>Supervisors Authorized 7 FTE's</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
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<td></td>
<td>0</td>
</tr>
<tr>
<td>Technology (Authorized 10 FTE's)</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>9</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Telecommunicator (*Authorized 62 FTE's)</td>
<td>56.25</td>
<td>56.25</td>
<td>56.25</td>
<td>56.25</td>
<td>56</td>
<td>56.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6.5</td>
</tr>
</tbody>
</table>

Summary of Authorized Telecommunicators

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Staffing Level</th>
<th>Authorized FTE's</th>
<th>% of Authorized FTE's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>55.66</td>
<td>66</td>
<td>84.34%</td>
</tr>
<tr>
<td>2010</td>
<td>58.16</td>
<td>69</td>
<td>84.29%</td>
</tr>
<tr>
<td>2011</td>
<td>59</td>
<td>72</td>
<td>81.94%</td>
</tr>
<tr>
<td>2012</td>
<td>58.39</td>
<td>72 (Jan-Mar) → 70 (Apr-Dec)</td>
<td>81.09% → 83.41%</td>
</tr>
<tr>
<td>2013</td>
<td>58.5</td>
<td>60</td>
<td>97.50%</td>
</tr>
<tr>
<td>2014</td>
<td>60.42</td>
<td>60</td>
<td>100.69%</td>
</tr>
<tr>
<td>2015</td>
<td>56.25</td>
<td>62</td>
<td>90.7%</td>
</tr>
<tr>
<td>Overall Average</td>
<td>58.05</td>
<td>N/A</td>
<td>88%</td>
</tr>
</tbody>
</table>
Turnover Statistics

<table>
<thead>
<tr>
<th>Calculating the Average Turnover Rate</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>A total number of employees at the highest staffing level for that year</td>
<td>62</td>
<td>70</td>
<td>65</td>
<td>60</td>
<td>61</td>
<td>62</td>
<td>60</td>
</tr>
<tr>
<td>B Number of new hires that failed to complete the probationary period</td>
<td>5</td>
<td>11</td>
<td>17</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>C Number of experienced employees who left for any reason</td>
<td>4</td>
<td>18</td>
<td>4</td>
<td>10</td>
<td>7</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>D Turnover Rate (Turnover = B + C / A)</td>
<td>14.52%</td>
<td>41.43%</td>
<td>32.31%</td>
<td>23.33%</td>
<td>14.75%</td>
<td>16.1%</td>
<td>3.33%</td>
</tr>
<tr>
<td>E Retention Rate (Retention = 1 - Turnover) x 100</td>
<td>85.48%</td>
<td>58.57%</td>
<td>67.69%</td>
<td>76.67%</td>
<td>85.25%</td>
<td>83.9%</td>
<td>96.7%</td>
</tr>
</tbody>
</table>

Notes: Includes Employees who were promoted as well as department transfers.

Telecommunicator-Monthly Turnover Rate

<table>
<thead>
<tr>
<th>Calculating the Average Turnover Rate</th>
<th>June 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Total number of employees at the highest staffing level for that month</td>
<td>60</td>
</tr>
<tr>
<td>B Number of new hires that failed to complete the probationary period</td>
<td>0</td>
</tr>
<tr>
<td>C Number of experienced employees who left for any reason</td>
<td>1</td>
</tr>
<tr>
<td>D Turnover Rate (Turnover = B + C/A)</td>
<td>1.67%</td>
</tr>
<tr>
<td>E Retention Rate (Retention = 1 - Turnover) x 100</td>
<td>98.3%</td>
</tr>
</tbody>
</table>
## Organizational-Turnover

<table>
<thead>
<tr>
<th>Calculating the Average Turnover Rate</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>A total number of employees at the highest staffing level for that year</td>
<td>2009</td>
</tr>
<tr>
<td>B Number of new hires that failed to complete the probationary period</td>
<td>81</td>
</tr>
<tr>
<td>C Number of experienced employees who left for any reason</td>
<td>5</td>
</tr>
<tr>
<td>D Turnover Rate (Turnover = B + C / A)</td>
<td>4</td>
</tr>
<tr>
<td>E Retention Rate (Retention = 1 - Turnover) x 100</td>
<td>11.11%</td>
</tr>
</tbody>
</table>
### Exit Interview Data – All Personnel

<table>
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<tr>
<th></th>
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<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>*Pursue School</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Pursue Another Field</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>*Pursue Another Communications Center</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>*Working Conditions</td>
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<td>0</td>
<td>2</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>*Stay at Home</td>
<td>0</td>
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<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Moving</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>3</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>*Retired</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Family/Personal</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td><strong>Voluntary Quits</strong></td>
<td>4</td>
<td>18</td>
<td>5</td>
<td>19</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Terminations</strong></td>
<td>5</td>
<td>11</td>
<td>17</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>Discontinuation of Training</strong></td>
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<td>0</td>
<td>2</td>
<td>3</td>
<td>0</td>
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<td><strong>Promotions</strong></td>
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<td>3</td>
<td>3</td>
<td>2</td>
<td>0</td>
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### Personnel Allegations (2015 to date)

<table>
<thead>
<tr>
<th>Allegation</th>
<th>Number</th>
<th>Unfounded</th>
<th>Exonerated</th>
<th>Sustained</th>
<th>Disposition Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violation of Rules &amp; Regulations</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Unsatisfactory Job Performance</td>
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**Details:**

**Rules and Regulations:**
- 1 pending investigation

**Job Performance:**
-   

54
MEMORANDUM
To: NORCOM Governing Board
From: Gwen Pilo, Finance Manager
Date: Current as of July 1, 2015
Re: Staff Update

- **Current/Ongoing Events**
  - **MEBT Audit** – Clark Nuber has requested additional information for the on-going 2014 audit on the Municipal Employees Benefit Trust accounts. All items requested have been uploaded to the Web Portal.
  - **RFP 01-2015 Logging Recorder** – The team has begun negotiations with WesTek Marketing. We are working with them to develop a statement of work for the project.

- **Activity Since Last Report**
  - The Finance Committee reviewed the three possible User Fee options that were presented last June to further identify the pros and cons of each option and how implementation may impact participants. It is not anticipated that User Fee structure will change in the 2016 Budget, however, the committee is looking to make a recommendation to change User Fee Structure in 2017.

- **Upcoming Activities**
  - This time of year consists of primarily Budget activities.

- **Highlights**
  - **NORCOM On Track** – Formerly known as the Wellness Committee, NORCOM on Track is hosting “Focus on Nutrition-5 weeks of Food and Fun”, which started the evening of May 15th with a “Mocktail Party”.

    Each week had a different food and educational activity and participants could enter to win a cookbook at the end of each week. All funding was provided through an AWC Wellness grant. Participation statistics and winners are below:
Week 1 – Mocktail Party (25 Participants) & AMA Health Quiz (8 Participants). Cookbook Winner: Gwen Pilo
Week 2 – Recipe Exchange (5 Participants) & Help Start the On Track Library (0 Participants). Cookbook Winner: Tracie Caligiuri
Week 3 – Eat Your Greens (160 portion sized salads were provided) & Submit Your Favorite Health Magazine (2 Participants). Cookbook Winner: Ashley Grannis
Week 4 – Eat This Instead of That; Food Exchange (2 Participants) & Portion Plate Photo Contest (0 Participants). Cookbook Winner: Sheryl Mullen
Week 5 - Fruit a Day (50 portion sized fruit cups were provided) & Healthy Food Choices on the Go AWC Webinar (2 Participants) Cookbook Winner: Gwen Pilo
MEMORANDUM

To: NORCOM Governing Board
From: Gwen Pilo, Finance Manager
Date: July 1, 2015
Re: Financial Summary

- **Financial Summary**
  - Target for Agency Revenues Collected is 75% and the target for Expenditures is 50%.

- **Revenue Analysis**
  - 3rd Quarter Assessments were sent to all agencies June 2nd and are due July 31st.
  - Capital Projects Fund – Agency Reimbursements are the amount billed to Kirkland in 2015 for the NWS Inmate Tracking module.
  - Capital Projects Fund transfers account for the eCBD tool that King County reimbursed.

- **Expenses & Encumbrances**
  - **Operating Fund (501)**

    E01 – Salaries are 7.2% under budget:
    
    | Budget | Expenditures | % Spent |
    |--------|--------------|---------|
    | $6,369,265 | $2,729,310 | 42.85% |

    Overtime is 3% under budget:
    
    | Budget | Expenditures | % Spent |
    |--------|--------------|---------|
    | $217,335 | $102,279 | 47.06% |

    Benefits are 10% under budget:
    
    | Budget | Expenditures | % Spent |
    |--------|--------------|---------|
    | $2,453,234 | $982,929 | 40.06% |

    E02 – Employee Services are over budget due to the cost of an outside investigation.

    E05 - General Government Administration is 2.8% over target due to the semi-annual insurance payment, the Shared Procurement Portal fees, and the GIS maintenance fees that are all paid in the first quarter. Encumbrances are for a printer for the Executive Director.

    E06 – Encumbrances are for the E911 Consulting Services (Scott Sotebeer).

    E20 – Encumbrances are for the facilitator for negotiations with NORCOM’s Associated Guild.
E30 – Encumbrance is for Netmotion Software Licenses.

E55 – The majority of the cost for Fire Services is the TriTech Maintenance Agreement which is paid in July. Encumbrance is for the Netmotion Software Licenses.

E80 – Encumbrance is for annual maintenance of the UPS located at the Satellite Center.

T02 – Fund Transfers account for the transfer to Equipment Replacement, the Rate Stabilization Fund and the first payment from KCEMS for the eCBD tool.

- **Capital Projects Fund (502)**

  E05 – General Government

<table>
<thead>
<tr>
<th>Program Detail</th>
<th>Budget</th>
<th>Expenditures</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Services</td>
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<td>Project Management</td>
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  Encumbrances include legal services, project management, intrusion detection prevention system, and the TriTech upgrade to 5.5.

  Since 2012 the amount spent on Legal Services for the ICRM project is $474,675.

  Equipment Replacement Fund (503)

  E20 & E80 – Amounts encumbered are for the new TriTech CAD computers.
## NORCOM Financial Summary
for Period Ending June 30, 2015

### 501 Operating Fund

<table>
<thead>
<tr>
<th></th>
<th>Amended Budget</th>
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<tbody>
<tr>
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<td>Non-Operating Revenue</td>
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<td>7,964,608</td>
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<tr>
<td></td>
<td>50%</td>
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### 502 Capital Projects Fund

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<td></td>
<td>33.12%</td>
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### 503 Equipment Replacement Reserve

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### 504 Operating Expense Reserve

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<tr>
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### 505 E-911 Escrow Trust

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### 506 Rate Stabilization Reserve

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### Available Fund Balance

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<td>502 Capital Projects Fund</td>
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<td>503 Equipment Replacement Reserve</td>
<td>1,731,082</td>
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<td>504 Operating Expense Reserve</td>
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<td>505 E-911 Escrow Trust</td>
<td>1,306,012</td>
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<td>506 Rate Stabilization Reserve</td>
<td>557,319</td>
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*NORCOM Financial Summary

*Includes Encumbrances
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<th>Fund Description</th>
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<th>End Bal</th>
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<td>E-911 Reimbursements</td>
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<td>$630,000.00</td>
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<td>Gain/Loss on Investments</td>
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<td>$802,617.00</td>
<td>$849,960.31</td>
<td>$47,343.31</td>
<td>105.90%</td>
<td></td>
</tr>
<tr>
<td>Enhanced 911 Switched Access</td>
<td>$467,508.00</td>
<td>$114,822.00</td>
<td>$352,686.00</td>
<td>24.56%</td>
<td></td>
</tr>
<tr>
<td>Enhanced 911 Radio Access</td>
<td>$207,495.00</td>
<td>$54,633.00</td>
<td>$152,862.00</td>
<td>26.33%</td>
<td></td>
</tr>
<tr>
<td>Enhanced 911 VoIP</td>
<td>$20,951.00</td>
<td>$6,820.00</td>
<td>$14,131.00</td>
<td>25.31%</td>
<td></td>
</tr>
<tr>
<td>Operating Revenue</td>
<td>$1,504,571.00</td>
<td>$1,026,235.31</td>
<td>$478,335.69</td>
<td>68.21%</td>
<td></td>
</tr>
<tr>
<td>Investment Interest</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Revenue</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers In</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>-</td>
<td>100.00%</td>
</tr>
<tr>
<td>Fund Transfers</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>-</td>
<td>100.00%</td>
</tr>
<tr>
<td>Rate Stabilization Reserve</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Interest</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Revenue</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers In</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>-</td>
<td>100.00%</td>
</tr>
<tr>
<td>Rate Stabilization Reserve</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>$135,879.00</td>
<td>-</td>
<td>100.00%</td>
</tr>
<tr>
<td>Revenue Total</td>
<td>$14,260,193.00</td>
<td>$3,391,859.31</td>
<td>$9,818,451.47</td>
<td>$4,441,741.53</td>
<td>68.85%</td>
</tr>
</tbody>
</table>
### Expense vs Budget with Encumbrances by Acct Type

At **June 30, 2015**

<table>
<thead>
<tr>
<th>Acct Type Description</th>
<th>Budget Period Amt</th>
<th>End Bal</th>
<th>Variance</th>
<th>Encumbered</th>
<th>Available</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>501 Operating Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E01 Personnel Services</td>
<td>$9,054,866.00</td>
<td>$640,958.41</td>
<td>$3,816,504.44</td>
<td>$5,238,361.56</td>
<td>- $5,238,361.56</td>
<td>42.15%</td>
</tr>
<tr>
<td>E02 Employee Services</td>
<td>$82,050.00</td>
<td>$15,608.76</td>
<td>$48,028.28</td>
<td>$34,021.72</td>
<td>- $34,021.72</td>
<td>58.54%</td>
</tr>
<tr>
<td>E03 Education</td>
<td>$98,250.00</td>
<td>$2,885.42</td>
<td>$28,398.93</td>
<td>$69,851.07</td>
<td>- $69,851.07</td>
<td>28.90%</td>
</tr>
<tr>
<td>E04 Recognition</td>
<td>$5,129.00</td>
<td>$25.26</td>
<td>$3,028.79</td>
<td>$2,100.21</td>
<td>- $2,100.21</td>
<td>59.03%</td>
</tr>
<tr>
<td>E05 General Govern Admin</td>
<td>$1,018,213.00</td>
<td>$93,753.18</td>
<td>$536,300.76</td>
<td>$481,912.24</td>
<td>$800.20</td>
<td>$481,112.04</td>
</tr>
<tr>
<td>E06 Legislative Activities</td>
<td>$27,130.00</td>
<td>$5,057.10</td>
<td>$18,073.58</td>
<td>$9,056.42</td>
<td>$10,436.06</td>
<td>(13,379.64)</td>
</tr>
<tr>
<td>E07 Recruitment &amp; Hiring</td>
<td>$106,650.00</td>
<td>$6,984.43</td>
<td>$22,672.95</td>
<td>$83,977.05</td>
<td>- $83,977.05</td>
<td>21.26%</td>
</tr>
<tr>
<td>E20 Communications Room</td>
<td>$438,791.00</td>
<td>$3,104.19</td>
<td>$131,292.96</td>
<td>$307,498.04</td>
<td>$5,146.62</td>
<td>$302,351.42</td>
</tr>
<tr>
<td>E21 New Hire Academy</td>
<td>$3,235.00</td>
<td>-</td>
<td>$675.81</td>
<td>$2,559.19</td>
<td>- $2,559.19</td>
<td>20.89%</td>
</tr>
<tr>
<td>E22 Continuity of Ops</td>
<td>$1,500.00</td>
<td>-</td>
<td>$1,500.00</td>
<td>- $1,500.00</td>
<td>- $1,500.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>E30 Police Services</td>
<td>$688,548.00</td>
<td>$17,83</td>
<td>$307,578.65</td>
<td>$180,969.35</td>
<td>$4,278.00</td>
<td>$376,691.35</td>
</tr>
<tr>
<td>E55 Fire Services</td>
<td>$164,870.00</td>
<td>$24.72</td>
<td>$13,090.53</td>
<td>$151,779.47</td>
<td>$5,022.00</td>
<td>$146,757.47</td>
</tr>
<tr>
<td>E56 Fire &amp; EMS Alerting Sys</td>
<td>$109,873.00</td>
<td>$1,206.09</td>
<td>$49,482.65</td>
<td>$60,390.35</td>
<td>- $60,390.35</td>
<td>35.04%</td>
</tr>
<tr>
<td>E80 Backup Center</td>
<td>$41,116.00</td>
<td>$1,181.22</td>
<td>$60,392.50</td>
<td>$171,725.50</td>
<td>$93,837.50</td>
<td>$77,888.00</td>
</tr>
<tr>
<td>T02 Fund Transfers</td>
<td>$855,444.00</td>
<td>$810,661.50</td>
<td>$810,661.50</td>
<td>$44,782.50</td>
<td>- $44,782.50</td>
<td>94.76%</td>
</tr>
</tbody>
</table>

### 502 Capital Projects Fund

<table>
<thead>
<tr>
<th>Acct Type Description</th>
<th>Budget Period Amt</th>
<th>End Bal</th>
<th>Variance</th>
<th>Encumbered</th>
<th>Available</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>E01 Personnel Services</td>
<td>$356,522.00</td>
<td>$110,066.22</td>
<td>$101,496.03</td>
<td>$255,025.97</td>
<td>$93,453.13</td>
<td>$161,572.84</td>
</tr>
<tr>
<td>E61 New World Contract</td>
<td>$465,510.00</td>
<td>- $255,025.97</td>
<td>$49,482.65</td>
<td>$60,390.35</td>
<td>- $60,390.35</td>
<td>37.81%</td>
</tr>
<tr>
<td>E86 TriTech Contracts</td>
<td>$232,118.00</td>
<td>- $255,025.97</td>
<td>$131,292.96</td>
<td>$171,725.50</td>
<td>$93,837.50</td>
<td>$77,888.00</td>
</tr>
<tr>
<td>T02 Fund Transfers</td>
<td>$855,444.00</td>
<td>$810,661.50</td>
<td>$810,661.50</td>
<td>$44,782.50</td>
<td>- $44,782.50</td>
<td>94.76%</td>
</tr>
</tbody>
</table>

### 503 Equipment Replacement Reserve

<table>
<thead>
<tr>
<th>Acct Type Description</th>
<th>Budget Period Amt</th>
<th>End Bal</th>
<th>Variance</th>
<th>Encumbered</th>
<th>Available</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>E05 General Govern Admin</td>
<td>$495,573.00</td>
<td>$660.01</td>
<td>$50,202.26</td>
<td>$445,370.74</td>
<td>- $445,370.74</td>
<td>10.13%</td>
</tr>
<tr>
<td>E20 Communications Room</td>
<td>$26,775.00</td>
<td>- $26,775.00</td>
<td>- $26,775.00</td>
<td>$42,284.13</td>
<td>(15,509.13)</td>
<td>157.92%</td>
</tr>
<tr>
<td>E22 Continuity of Ops</td>
<td>$1,018,213.00</td>
<td>- $1,018,213.00</td>
<td>- $1,018,213.00</td>
<td>- $1,018,213.00</td>
<td>- $1,018,213.00</td>
<td>- $1,018,213.00</td>
</tr>
<tr>
<td>E30 Police Services</td>
<td>$25,500.00</td>
<td>- $25,500.00</td>
<td>- $25,500.00</td>
<td>$18,121.76</td>
<td>$7,378.24</td>
<td>71.07%</td>
</tr>
</tbody>
</table>

### 504 Operating Expense Reserve

<table>
<thead>
<tr>
<th>Acct Type Description</th>
<th>Budget Period Amt</th>
<th>End Bal</th>
<th>Variance</th>
<th>Encumbered</th>
<th>Available</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>T02 Fund Transfers</td>
<td>$855,444.00</td>
<td>$810,661.50</td>
<td>$810,661.50</td>
<td>$44,782.50</td>
<td>- $44,782.50</td>
<td>94.76%</td>
</tr>
</tbody>
</table>

### 505 E-911 Escrow Trust

<table>
<thead>
<tr>
<th>Acct Type Description</th>
<th>Budget Period Amt</th>
<th>End Bal</th>
<th>Variance</th>
<th>Encumbered</th>
<th>Available</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>T02 Fund Transfers</td>
<td>$1,504,571.00</td>
<td>- $1,504,571.00</td>
<td>$295,993.43</td>
<td>$1,208,577.57</td>
<td>- $1,208,577.57</td>
<td>19.67%</td>
</tr>
</tbody>
</table>

### 506 Rate Stabilization Reserve

<table>
<thead>
<tr>
<th>Acct Type Description</th>
<th>Budget Period Amt</th>
<th>End Bal</th>
<th>Variance</th>
<th>Encumbered</th>
<th>Available</th>
<th>% Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>T02 Fund Transfers</td>
<td>$1,504,571.00</td>
<td>- $1,504,571.00</td>
<td>$295,993.43</td>
<td>$1,208,577.57</td>
<td>- $1,208,577.57</td>
<td>19.67%</td>
</tr>
</tbody>
</table>

**Expense Total**

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15,882,066.00</td>
<td><strong>Operating Fund</strong></td>
</tr>
<tr>
<td>$1,593,134.74</td>
<td><strong>Capital Projects Fund</strong></td>
</tr>
<tr>
<td>$6,315,116.12</td>
<td><strong>Equipment Replacement Reserve</strong></td>
</tr>
<tr>
<td>$9,566,889.88</td>
<td><strong>Operating Expense Reserve</strong></td>
</tr>
<tr>
<td>$275,165.91</td>
<td><strong>E-911 Escrow Trust</strong></td>
</tr>
<tr>
<td>$9,115,723.97</td>
<td><strong>Rate Stabilization Reserve</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Expense Total</strong></td>
</tr>
<tr>
<td>$15,882,066.00</td>
<td>$15,882,066.00</td>
</tr>
</tbody>
</table>
NORCOM Investment Report  
Interest Bearing Bank Accounts  

NORCOM  
Bank Accounts - by Depository, Summary  
May 31, 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>Rate</th>
<th>for Month Ending</th>
<th>Interest YTD</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Gov't Investment Pool</td>
<td>0.14280%</td>
<td>5/31/2015</td>
<td>$355.85</td>
<td>$602,513.05</td>
</tr>
<tr>
<td>E-9-1-1 Escrow Account</td>
<td>0.57293%</td>
<td>4/30/2015</td>
<td>$2,817.28</td>
<td>$1,538,723.04</td>
</tr>
<tr>
<td>US Bank Municipal Savings</td>
<td>0.00445%</td>
<td>5/31/2015</td>
<td>$0.28</td>
<td>$16,518.21</td>
</tr>
</tbody>
</table>

$2,157,754.30
## NORCOM Investment Portfolio - by Issuer, Summary

**May 31, 2015**

<table>
<thead>
<tr>
<th>Description</th>
<th>Date Acquired</th>
<th>Maturity</th>
<th>Call Dates</th>
<th>Interest</th>
<th>Original Face</th>
<th>Principle Cost</th>
<th>Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FHLMC</td>
<td>12/18/2012</td>
<td>12/5/2016</td>
<td>12/5/2013</td>
<td>0.625%</td>
<td>$250,000.00</td>
<td>$250,535.75</td>
<td>$249,521.75</td>
</tr>
<tr>
<td>FNMA</td>
<td>8/15/2012</td>
<td>2/6/2017</td>
<td></td>
<td>0.90%</td>
<td>$287,000.00</td>
<td>$275,695.64</td>
<td>$283,294.26</td>
</tr>
<tr>
<td>FFCB</td>
<td>11/19/2013</td>
<td>2/13/2017</td>
<td>2/13/2014</td>
<td>0.79%</td>
<td>$300,000.00</td>
<td>$299,903.40</td>
<td>$299,227.50</td>
</tr>
<tr>
<td>FNMA</td>
<td>2/5/2014</td>
<td>11/15/2017</td>
<td>2/15/2014</td>
<td>1.00%</td>
<td>$300,000.00</td>
<td>$298,779.60</td>
<td>$300,253.20</td>
</tr>
</tbody>
</table>

**Total:**

- Original Face: $1,137,000.00
- Principle Cost: $1,124,914.39
- Market Value: $1,132,296.71

Current Year Unrealized gain (loss): $7,382.32
MEMORANDUM

To: NORCOM Governing Board

From: Dee Hathaway, IT Director

Date: Current as of July 3, 2015

Re: Staff Update - Technology

Current/Ongoing Events

- **Fire Projects (Project Manager – Karen Furuya)**
  - **Fire Mobile-CAD**
    - The project is now complete. Official Software Acceptance (targeted for December 23) has been delayed due to one system issue:
      - MDC loses connection to GPS port. (first occurred December 22) – To date, TriTech has provided 4 “hot-fixes”. NORCOM continues to work on this issue.
      - NORCOM has put a new monitoring tool in place for the modem. Logs from the tool were sent to TriTech.
      - 6/25th - Meeting with the V.P. of Operations requesting to close the project and move it over to support.
      - Software will not be officially accepted until this is resolved.
  - **Fire CAD (TriTech) Major Upgrade**
    - The project will implement TriTech Inform CAD and Mobile-CAD v5.5
      - Pre-Production and Training environments (excluding CBD interface) have been built and testing is in progress. Initial CAD Functional tests resulted in 88% passing – 7 issues.
      - Scheduling for CAD Training in progress.
      - Deployment planning is in progress.
      - Projected timeline is completion Q3 2015.
  - **Criteria Based Dispatch (eCBD) Interface**
    - Development of the eCBD interface is in progress. The interface will be ready for testing in mid-August.
  - **Fire CAD Pre-plans for CAD and Mobile & Premise Updates**
    - Premise updates in progress for Bellevue Fire and Bothell Fire Departments. Bothell does not currently have PDF files to push to the mobiles.

    Pre-plans have been loaded on Mobile MDTs for: SQFD, NSFD, SHFD, WOFD, ESFD
(NORCOM and agencies will validate, update and load premise information with corresponding pre-plans in TriTech CAD. The completion of this work will provide the ability for pre-plans to be available in mobile. Review and completion of the premise updates and pre-fires are left to discretion of each agency. Some agencies may elect to hold off until the Zone 1 pre-fire standardization work is complete.)

- **Police Projects** *(Project Manager – Mike Prill)*
  - **10.2 Upgrade**
    - Deployed to Production February 24th
    - Post Deployment Results:
      - We are up to one open Priority 1 issue and 6 open Priority 2 issues
      - May 12, 2015 New World Systems Outage (Priority 1)
        - Began at 12:10 hrs on 5/12, service restored 16:20 hrs on 5/13.
        - Outage occurred shortly after NORCOM began testing a fix developed by NWS and authorized by NWS for installation.
        - Still working with NWS to determine root cause.
    - Next activities following 10.2 Upgrade Project closure include:
      - Exhibit Q review
        - Revisit Exhibit Q to identify the requirements that have been fulfilled and which ones have not
        - Work with NWS on how to move forward with those requirements not yet fulfilled

  - **Advanced Authentication – Kirkland Police**
    - The infrastructure required to support the project has been completed and initial internal testing has begun. NORCOM IT is creating documentation and training and is working with Kirkland to schedule agency testing.

      *(The FBI’s updated CJIS Policy 5.2 requires that Advanced Authentication be used for all computers and MDCs accessing CJI data from an unsecure location. NORCOM will be hosting an Advanced Authentication server for its police agencies that opt for a hosted solution.)*

- **Intrusion Detection System**
  - The Intrusion Detection System is installed and working well. It is currently configured in a Detection-only mode and is evaluating NORCOM network traffic. No abnormal traffic has been discovered thus far.

      *(#69 – Intrusion Detection. This project will increase our security posture by evaluating traffic on NORCOM’s internal network looking for suspicious activity.)*
Activity Since Last Report

- **King County Phone System Replacement Project – VIPER NG911**
  NORCOM IT and Telecommunicators participated in a Quality of Service test at the King County E911 Program Office on Tuesday, June 9. Nathan Way from IT will be evaluating the results pending the receipt of more information from King County. NORCOM also participated in a Text-2-911 test on Friday, June 5 also at the E911 Program Office.

  *(The phone system replacement is part of King County’s initiative to upgrade the Enhanced 911 (E-911) systems to Next Generation 911 (NG911) technology. The Phone System Replacement project will be replacing the VIPER NG911 system and CISCO UCM for the Administrative and Business lines. The new phone system is required for use of NG911 technologies such as Text to 911, Voice of Internet Protocol (VoIP) and Automatic Collision Notification Systems i.e. OnStar.)*

Upcoming Activities

- **King County Phone System Replacement Project – CISCO UCM**
  This project remains on-hold pending the acceptance of the VIPER upgrade project. King County E911 and Century Link are still researching a solution to give us backup phones on the UCM system for dispatch positions. The backup solution should allow us to transfer 911 calls to these phones in the event of a failure in the VIPER system.

  *(The phone system replacement is part of King County’s initiative to upgrade the Enhanced 911 (E-911) systems to Next Generation 911 (NG911) technology. The Phone System Replacement project will be replacing the VIPER NG911 system and CISCO UCM for the Administrative and Business lines. The new phone system is required for use of NG911 technologies such as Text to 911, Voice of Internet Protocol (VoIP) and Automatic Collision Notification Systems i.e. OnStar.)*

- **LInX Interface**
  This project is on hold until KCSO and Northrop Grumman finalizes a new agreement.

  *(LInX stands for Law Enforcement Information eXchange and serves as a nationwide repository of RMS data used by a wide variety of public safety personnel in their day to day activities. NORCOM’s current connection to LInX requires the legacy RAIN system, which is end of life. Therefore we are pursuing an updated interface from New World direct to LInX.)*