Meeting of the NORCOM Governing Board
Bellevue City Hall • 450 110th Ave. NE • Room 1E-112
Friday, November 8th, 2013 • 9:00 a.m.

Agenda

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. Action Items
   A. Consent Calendar
      1) Minutes from 10/11/2013 Governing Board meeting
      2) October Accounts Payable Approval Report

5. Old Business
   A. Employees of the Quarter / New Employees
   B. ICRM & ASA Update

6. New Business
   A. Technology Project Prioritization
   B. Employee Survey (may be in Exec Session)
   C. Ratification of Supervisor Labor Agreement (tentative)
   D. Ratification of Fire Mobile RFP
   E. Ratification of Radio Site Leases
   F. Governing Board Meeting Schedule
   G. PSAP Future Configuration Recommendation Committee Update
   H. Request from Tech Committee

7. Staff Reports
   A. Executive Director (Tom Orr)
   B. Deputy Director (Mike Mandella)
   C. Professional Standards & Development (Sheryl Mullen)
   D. Human Resources (Susan Beisheim)
   E. Finance (Gwen Pilo)
   F. Interim Technology (Karen Furuya)
   G. ICRM Program Manager (Jerry Holcombe)

8. Committee Reports
   A. Joint Operating Board (Bill Archer)
   B. Finance Committee (Tracey Dunlap)
   C. Strategic Planning Committee (Rich Conrad)
   D. IT Committee (Mike Kaser)

9. Executive Session
   The Governing Board will hold an Executive Session pursuant to RCW 42.30.110(1)(i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency.

   The Executive Session is expected to last one hour.
Meeting Minutes
NORCOM Governing Board
City of Bellevue, Room 1E-112
October 11, 2013


1. Call to Order
   The NORCOM Governing Board was called to order by Chris Connor, Governing Board Chair, at 9:02 a.m. on October 11, 2013.

2. Roll Call
   Roll was called and a quorum established.

3. Open Communications from the Public

4. Recognition
   Tom Orr discussed: an introduction of the new technical team member, Zeb Middleton. Congratulations to Team Cory for having the highest participation in the NORCOM vs. ValleyCom food drive. NORCOM won this year. Extra thanks to Melissa Vieth for her participation. No discussion.

5. Action Items
   A. Consent Agenda
      Kurt Triplett made a motion to approve the items on the Consent Agenda. Items included on the Consent Agenda were: Minutes from the September 13th, 2013 Governing Board Meeting, and Voucher Approval for September 1st through September 30th, 2013;

      Accounts Payable total: $1,109,152.41
      Motion carried.

6. Old Business
   A. ICRM & ASA Update
      Jerry Holcombe discussed: The Fire stakeholders group met twice, with Chief Eisner chairing the meetings. The prioritization process is taking place and fire mobile is still assumed to be highest priority. Demonstrations of fire mobile products from NWS, InterAct and TriTech were completed.
      Jay Reich from Pacifica law discussed legal requirements for procurement. The legislature approved an abbreviated procurement process for telecommunications systems. Discussion ensued regarding the functional and non functional requirements for the next fire mobile system. The next steps are to finalize wording for the RFP and form a selection committee.
      Tom Orr discussed: The Zoll fire RMS upgrade is scheduled for October 13th. In prior years, each agency upgraded their own servers. This year NORCOM is hosting the servers for Bellevue, Snoqualmie, Mercer Island, Skykomish and Duvall.
      Jerry Holcombe discussed: the upgrade on September 17th went smoothly, but there was a CAD event a few days later. It is unknown if the event was related to the upgrade. There are still approximately 23 open P1/P2 issues, and NWS indicates that those won’t be fixed while we are using the 10.0 platform. 10.1 and 10.2 are built on upgraded Microsoft.net platforms. The police stakeholder group will discuss how to move to one...
of those builds and how to manage any custom smaller builds to patch any issues from those builds. Larger builds require more testing, and the newer builds may bring new P1/P2 issues. Discussion ensued regarding the remaining issues and work-arounds. NWS is in charge of how builds are delivered. We will continue to work with NWS on their schedule for software releases. NORCOM was not approved by NWS to beta test 10.2, so we cannot test or influence the build. The police stakeholder group met once and elected Captain Mike Ursino as chair and has begun the prioritization process, including ICRM and non-ICRM projects. The overall next steps for the alternative strategies analysis include blending the fire and police stakeholder group prioritized lists with the list from NORCOM technology at the next Joint Operating Board meeting. The blended list will help develop a plan going forward, and will be discussed at the following Governing Board meeting for approval.

Tom Orr discussed: TriTech was upgraded on an interim basis this spring, and recently, we have been experiencing paging issues. A cause has not been found yet, and the interim solution is to manually voice pages.

Rob Martin discussed: an overview of the projection tool being developed for project plans. A combination solution, with TriTech CAD and Mobile for fire, Zoll for Fire RMS, ESO for fire medical, and NWS for police services is shown to be the best option at this time. Several projections with different options for each software piece were explored.

B. ASA Detailed Cost & Phasing Analysis

Rob Martin discussed: an overview of the projection tool being developed for project plans, and some of the potential software solutions were shared. A combination solution, with TriTech CAD and Mobile for fire, Zoll for Fire RMS, ESO for fire medical, and NWS for police services is shown to be the best option at this time. Several projections with different options for each software piece were explored, including looking at consolidating Zoll for fire RMS, instead of individual agencies continuing to manage that on their own. The ICRM budget was used as a baseline for funding and two technology FTE’s were used as a baseline for resources. These figures can and will be updated as needed. There are recordings of the knowledge transfer sessions for using this tool, if anyone is interested. The tool centralizes activities and costs, projections and assumptions. It projects viable plans and helps to avoid errors in projections. When assessing the various mobile products, it was found that InterAct and TriTech were currently the best solutions, but InterAct may be difficult to interface with upcoming versions. Mobile products generally work best with their own CAD systems. Discussion ensued regarding the resources needed to attain software stabilization, the remaining budget for the ICRM project, and how project prioritization information would be passed to the Governing Board. Ken Knott gave a brief overview of how the Fire Mobile demos were received. The next steps include refining cost estimates, more funding and more IT resources may be necessary, and more complex project management could be required for future projects. Discussion ensued regarding how the various software
options measured against using NWS as a full solution. Gwen Pilo will take on custodial duties for this tool.

C. Brief on RFP for Rate Study
Tracey Dunlap: The draft RFP for the rate study is included in the packet. If approved today, it will post this afternoon and the proposals will be due by the end of October. The finance committee will review the proposals and bring a recommendation to the next Governing Board meeting. The study should be complete by late February. Meanwhile, ADCOMM has been hired to assess NORCOM capacity, in terms of radios, phones and floor space. Kurt Triplett made a motion to issue the RFP. Motion passed.

D. King County Radio Site lease negotiations
Mike Mandella discussed: There are no current leases for our radio sites, and some issues with FCC licensing. We are working with our lawyers at Pacifica and King County legal counsel to develop leases using the Crista lease as a starting point. All leases will have a five year term with an automatic five year renewal. This process should be complete within the next 30 days. NORCOM will take over the Sobieski lease from Skykomish, in order to protect the site, replace the antenna and maintain appropriate FCC licensing. There is also an effort to take over the FCC licenses from Bellevue. Discussion ensued regarding the difference between 190 and 800 frequencies.

7. New Business
Kurt Triplett discussed: An update on the PSAP future configuration meeting. The first meeting was this week and a discussion on next-gen 911 occurred. Many participants are still not sure what the next steps are, in terms of consolidation. Funding and service should be the primary focus, with consolidation to be less of a priority. The next meeting will be the end of October, and there will be two or three more meetings this year. Rich Conrad commented on the importance of the upcoming radio levy. Discussion ensued regarding GeoComm’s report and speculation on what text to 911 will look like.

8. Staff Reports
Individual staff reports from NORCOM staff were included in the Board packet. Chair Connor asked if Board members had any questions regarding the reports or if NORCOM staff had anything further to contribute. Tom Orr discussed: The employee survey had an 81% response rate and over 500 comments, including positive comments and some continuing concerns and constructive feedback. A full analysis is still to come. Discussion ensued regarding the Community Connectivity Consortium. Joining the Consortium creates a redundant connection between PSAPs and may improve speed and connectivity. Discussion ensued regarding the team supervisor contract negotiations. We are waiting to hear back from their legal counsel on one final piece regarding overtime.
9. **Committee Reports:**
   
   **A. Joint Operating Board**
   Bill Archer discussed: The group reviewed the first steps of the Alternative Strategies Assessment.

   **B. Finance Committee**
   C. Tracey Dunlap discussed: The quarterly internals control check looked at accounts payable. Their recommendations were included in the packet, and an internal control was suggested. Going forward, the executive assistant will double check and mail the checks after finance produces them. **Strategic Planning Committee**
   
   No discussion.

   **D. IT Committee**
   No discussion.

10. **Executive Session – Litigation & Personnel**
    An Executive Session was held to discuss litigation pursuant to RCW 42.30.110(1)(i) and to discuss personnel pursuant to RCW 42.30.110(1)(g).

    The one hour session began at 10:52 am after a three minute recess and concluded at 11:07, at which point the meeting adjourned.

Approved by:

______________________________
Chair

______________________________
Attest: Secretary
NORCOM
ACTIVITY OCTOBER 1, 2013 THROUGH OCTOBER 31, 2013

Checks by Date - Detail by Check Date Report attached
Voided Checks N/A

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 and that the claim is a just, due and unpaid obligation against NORCOM, and that I am authorized to authenticate and certify said claim.

Tracey Dunlap, Treasurer
Date

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

Date

Date

Date
### Accounts Payable

#### Checks by Date - Detail by Check Date

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**Printed:** 10/30/2013 11:36 AM

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Report Total (55 checks): 0.00 997,248.47
NORCOM Governing Board

Agenda Summary

MEETING DATE: November 8, 2013

SUBJECT: NORCOM ITS Project Prioritization

FROM: Gwen Pilo, Finance Manager

Reviewed by:  _X__Director  _X__Finance Manager  _X__Project Manager

HISTORY: The Police and Fire Stakeholder groups and IT Department submitted their prioritized list for consolidation by the Joint Operations Board. The detailed lists are attached for your review.

Using the Projection Tool, NORCOM staff members consolidated the lists based on dependencies, deadlines, staffing, and budget resources. The projection tool and prioritized list was presented to the Joint Operations Board. After providing an overview of how the tool works and some discussion, the Board voted unanimously to recommend the prioritized list to the Governing Board for their approval. The detailed Prioritized list is attached for your review and discussion.

The short list of projects, covering the next two years, is listed below in the order of priority provided by the Stakeholder groups. A list of Project descriptions is attached as Appendix A.

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<td>63</td>
<td>2A</td>
<td>Cisco Switch Decommission</td>
<td>A67</td>
<td>Q4 2013</td>
<td>Q4 2013</td>
</tr>
<tr>
<td>70</td>
<td>2B</td>
<td>NORCOM Backup Internet</td>
<td>A68</td>
<td>Q4 2013</td>
<td>Q1 2014</td>
</tr>
<tr>
<td>69</td>
<td>2C</td>
<td>Intrusion Detection/Prevention</td>
<td>A69</td>
<td>Q2 2014</td>
<td>Q2 2014</td>
</tr>
<tr>
<td>66</td>
<td>2D</td>
<td>Phone System Replacement</td>
<td>A70</td>
<td>On Hold</td>
<td>On Hold</td>
</tr>
<tr>
<td>64</td>
<td>2B</td>
<td>Locution Client Replacement</td>
<td>A71</td>
<td>Q4 2013</td>
<td>Q1 2014</td>
</tr>
<tr>
<td>26</td>
<td>2B</td>
<td>QA Production Environment</td>
<td>A72</td>
<td>Q1 2014</td>
<td>Q2 2014</td>
</tr>
<tr>
<td>79</td>
<td>2C</td>
<td>Telestaff Software Upgrade</td>
<td>A73</td>
<td>Q4 2013</td>
<td>Q4 2013</td>
</tr>
<tr>
<td>55</td>
<td>3C</td>
<td>Kirkland PD MDC Replacements</td>
<td>A74</td>
<td>Q1 2014</td>
<td>Q2 2014</td>
</tr>
</tbody>
</table>

A = All Agencies    B = Multi Agencies    C = Single Agency    D = Multi User

*Start Date and End Date are estimated to occur in the stated Quarter. These will be updated as the actual dates become known.*
## APPENDIX A

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>A9</td>
<td><strong>NWS CAD Stabilization</strong>- Stabilization of Police ICRM Production systems by resolution of all P1 and P2 issues.</td>
</tr>
<tr>
<td>A11</td>
<td><strong>NWS Pre-GA to 10.x GA Migration</strong>- Migration from a NORCOM specific version to a General Update NWS version. The current agreed-upon plan with NWS is to implement 10.2 SP1 that will address a number of P1 and P2 issues that cannot be resolved in the 10.0 platform, as well as deliver enhanced feature sets. This project will have a heavier focus on agency participation in testing. Current target timelines is to begin testing in December 2013 and a late Q1 2014 implementation.</td>
</tr>
<tr>
<td>A23</td>
<td><strong>Address NWS Police RMS Remaining Gaps</strong>- The focus of this project is to address remaining NWS contractual gaps; particularly in Police RMS Property / Evidence module. A key activity will be to review the Police RMS requirements in Exhibit Q of the NWS contract with NWs to come to agreement on what has been delivered and what has not. The biggest dependencies are NORCOM and NWS resources to conduct the analysis, and NWS to schedule the development of the functionality to address the gaps.</td>
</tr>
<tr>
<td>A19</td>
<td><strong>Bellevue Police Field Reporting</strong>- Rollout support provided to Bellevue Police after Field Reporting Selection is made. Depending on the solution, the project could take several different forms. If a NWS solution, then the NORCOM project would mostly be in a support capacity. If a non-NWS solution, then the NORCOM project would most likely be an integration-focused.</td>
</tr>
<tr>
<td>A24</td>
<td><strong>LINX Interface</strong>- The RAIN program has been shutdown; however, for many agencies, the state’s RAIN database continues to feed data to LinX. This project is to take out the RAIN dependency by building an interface from NWS Law Enforcement RMS to LinX.</td>
</tr>
<tr>
<td>A39</td>
<td><strong>Fire Mobile Solution Selection</strong>- RFP process to procure a Fire Mobile-CAD solution.</td>
</tr>
<tr>
<td>A38</td>
<td><strong>TriTech CAD Test Environment</strong>- A new parallel environment to test TriTech CAD upgrades; and to support the testing of the Fire Mobile-CAD product regardless of the solution selected.</td>
</tr>
<tr>
<td>A32</td>
<td><strong>Fire Mobile Implementation</strong>- Implementation of a Fire Mobile-CAD Solution.</td>
</tr>
<tr>
<td>A33</td>
<td><strong>TriTech CAD Major Update</strong>- Major upgrade to TriTech CAD due to Microsoft support ending for the current Operating System (July 2015).</td>
</tr>
<tr>
<td>A46</td>
<td><strong>Fire RMS Strategy</strong>- The focus of this project is to revisit the Fire RMS requirements and determine strategy that best meets those requirements. Strategies include: Status Quo (agency-owned RMS), Consolidated (host separate agency Zoll RMS at NORCOM), or Unified (single RMS for all NORCOM Fire). Follow-on projects</td>
</tr>
</tbody>
</table>
| A82 | **Disaster Recovery Site Build**-  
Offsite Disaster Recovery Site for use in the event of a large scale disaster; not tethered to the Bellevue site. |
| A81 | **Disaster Recovery Site Planning**-  
Planning for Disaster Recovery Site Build. |
| A67 | **Cisco Switch Decommission**-  
Eliminates a single point of failure for the TriTech, NWS CAD and Locution systems. Should this router go down, there would be a major impact to dispatch functionality and station alerting. |
| A68 | **NORCOM Backup Internet**-  
Provides continuity of services in case of KC INET failure. |
| A69 | **Intrusion Detection/Prevention Implementation**-  
Provides additional network security to detect and prevent against an external intrusion to our network. |
| A70 | **Phone System Replacement**-  
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 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). |
| A71 | **Locution Client Replacement**-  
Replacement of Fire Station Locution computers. |
| A72 | **NWS QA Production Environment Build**-  
Creation of mirrored environment for realistic upgrade and final acceptance testing. |
| A73 | **Telestaff Software Upgrade**-  
Upgrade Telecommunicator scheduling software. |
| A74 | **Kirkland PD MDC Replacements**-  
Replacement of Kirkland Police vehicle Mobile Data Units. |
RESOLUTION 45

A RESOLUTION OF THE GOVERNING BOARD OF NORCOM, CREATING THE TECHNOLOGY COMMITTEE OF NORCOM

WHEREAS, Section 4.10 of the NORCOM Bylaws authorizes the Governing Board to create advisory committees with membership, powers and duties as determined by the Board; and

WHEREAS, the Governing Board desires to create an advisory committee, to be called the "Technology Committee," with membership, powers and duties as set forth in this Resolution;

NOW, THEREFORE, BE IT RESOLVED by the Governing Board of NORCOM as follows:

Section 1. There is created a Technology Committee, which shall be an advisory committee of NORCOM.

Section 2. The Technology Committee shall support and assist the Governing Board and the Technology Manager. The Technology Committee shall have authority and power to review technology operations and infrastructure, including but not limited to, staffing levels, support agreements, maintenance and disaster recovery plans, management, technology project plans and technology budgets. As requested by the Technology Manager, the Technology Committee shall make recommendations to the Technology Manager regarding technology operations and infrastructure. The Technology Committee shall provide a recommendation to the Joint Operating Board and the Governing Board on the proposed technology budget and on other technology issues and initiatives as requested by the Technology Manager, Joint Operating Board or Governing Board.

Section 3. The chief executive officer or designee of a principal or subscriber ("officer") may appoint one or more employees of the principal or subscriber to the Technology Committee for a specified term or a specific meeting. Each employee shall have experience or expertise in technology. The officer is encouraged to appoint an employee for a minimum term of one year. The officer shall advise the Executive Director or designee in writing of the position titles, names and terms of the appointed employees. Only one employee of a principal or subscriber shall have the right to vote on motions and matters before the Technology Committee.

Section 4. The Technology Committee may adopt operating rules to accomplish its advisory functions and activities. Any recommendation of the Technology Committee to the Joint Operating Board and the Governing Board shall state the vote of each employee member of the Technology Committee on the recommendation. The Technology Manager and an employee member of the Technology Committee shall serve as co-chairs of the Technology Committee; however, where both the Technology Manager and the employee co-chair of the Technology Committee are present at a meeting of the Technology Committee, the employee co-chair shall serve as the presiding officer of the meeting.

Passed by a majority vote of the Governing Board in open meeting on this 9 day of December, 2011.
Signed in authentication thereof this 9 day of December, 2011.

Chair

Attest:__________________________
Secretary
NORCOM
TECHNOLOGY COMMITTEE
CHARTER

Mission Statement
It is the responsibility of the Technology Committee to review and advise NORCOM on the development of NORCOM technology infrastructure, staffing levels, support agreements, maintenance and disaster recovery plans, change management, project plans, technology budget and other technology initiatives.

Objectives

- Serve as a resource for the Technology Manager
- Serve as an expert technology advisory group for the Executive Board
- Serve as a policy conduit between NORCOM agencies and the NORCOM Technology Team

Guidelines
The Technology Committee will not supervise the daily operations of NORCOM; however, it has the responsibility to review Technology operations and provide recommendations to the NORCOM Technology Manager and/or other NORCOM committees or boards as necessary.
The Technology Committee will meet at least quarterly to review a quarterly technology report prepared by the NORCOM Technology Manager. The technology report will include any items as requested by the technology committee as well as change management reporting, technology project status updates, technology budget updates, and any other related technology items for review.
The Technology Committee will review and provide input on the proposed budget for submission to the Joint Operations Board and the Governing Board.

Technology Committee Membership
Technology Committee members represent NORCOM’s participating and subscriber agencies. Committee membership is open to any employee from NORCOM’s participating and subscriber agencies.
If more than one representative from a single agency attends meetings, the agency shall designate only one committee member to represent their agency for voting purposes.
When a vote is required the results of the vote and the members who were in attendance will be disclosed as a part of the report to the Governing Board.
In order to preserve continuity, committee members should serve for a minimum of one year.
The committee shall elect a chair who should serve for a minimum of one year. The committee shall be co-chaired by the Technology Manager.
Technology Manager Responsibilities
- Prepare meeting agenda
- Coordinate meeting times and venues
- Prepare quarterly report and other reports as necessary

Committee Chair Responsibilities
- Approve meeting agenda
- Serve as Technology Committee representative to other NORCOM boards when required
- Attend Governing / Joint Ops Board meetings to provide updates to Technology Committee

Committee Member Responsibilities
- Attend meetings
- Actively participate in discussions, planning, and oversight activities
- Actively participate in quarterly oversight activities

Technology Committee Members:

<table>
<thead>
<tr>
<th>Agency</th>
<th>Member Name</th>
<th>Governing Board Approval</th>
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* Denotes member with right to vote on motions and matters before the Technology Committee. If the voting member is not available to attend a meeting an alternate must be designated in writing.
MEMORANDUM

To: Governing Board
From: Tom Orr, Executive Director
Date: November 8, 2013
Subject: General Update – Governing Board Meeting – November 8, 2013

1. Future Staff Reports

Beginning with the Governing Board packet for the November 8 Governing Board meeting, I have asked NORCOM staff to restructure their individual reports to a different format. The goal is to provide a quick but meaningful overview of their respective work activities in the thirty-day period preceding the Governing Board meeting. This will be a work in progress as we continue to tweak the reports to be both succinct and informative.

2. New World Contract

NORCOM and NWS have continued with discussions since the last board meeting. Additional detail will be provided during Executive Session.

3. PSAP Future Configuration Committee

At the October Board meeting, we reported on the first meeting of the PSAP Future Configuration Recommendation Committee (“RC”) on October 9. The RC is composed of high-level representatives from the major PSAPs and governmental agencies in King County. Kurt Triplett represents NORCOM at these meetings. At the October 9 meeting, the RC delegated several assignments to the “Technical Committee (TC)”. The TC is primarily composed of the Directors for the 12 King County PSAPs as well as King County 911 staff.

The TC conducted its first two-hour meeting on October 22. The assignments the RC delegated to the TC and the TC’s initial responses/thoughts are summarized in the attached PowerPoint slide and process chart prepared by Triangle Associates, the facilitators retained by the County to assist with consolidation discussions. The TC tasked Sue Carr, UW PSAP Director and me to present the results of the first TC meeting to the RC at the October 20 RC meeting. We spoke in detail about the first TC meeting and highlighted several points including:

A. The need to able to freely describe and address long-standing concerns regarding the mode and means being utilized in consolidation discussions.

B. The need for all parties to address the “Big Questions”, e.g.:

   1. What is the problem with the current structure?
2. Once the problem is articulated, is there openness to all possible solutions to the problem? Or, is consolidation the goal? Is consolidation the goal or is it just one means to attain a larger goal such as increased efficiency? What other solutions can achieve that same goal? What are the comparative tradeoffs, ROI, etc. as to each solution?

C. Why does the current timetable call for completion of the process in August? The Tech Committee expressed concern that the August deadline would prevent the due diligence required to answer the RC assignments.

D. One of the stated reasons for consolidation, i.e., the need to pay for next NG-911, assumes that the PSAPs have made a decision to move in that direction. There are two major components to NG-911: (1) technology and (2) staffing.

   a. As to technology, the PSAPs understand that the King County 911 office is moving towards putting key infrastructure in place that is NG-911 capable. There will be additional technology required at each PSAP and the PSAPs have yet not made the decision to move forward for a variety of key reasons. There is also concern about being the “first” county to implement NG-911 without first coordinating with Pierce, Snohomish, Kitsap and Kittitas as many King County residents and workers commute regularly between these locations. NG-911 will need to be implemented regionally to avoid significant issues with different levels of service available during one road trip. As one PSAP described it, “King County needs to be on the leading edge, not the bleeding edge.”

   b. As to staffing, it is for the PSAPs to decide when and where to implement NG-911. NG-911 potentially impacts operational workload as well as the ability to timely process 911 calls in real time. Although King County 911 initially expects a minimal impact, other studies suggest that NG-911 could lead to a 30% increase in workload. Further, it is likely that NG-911 will follow a usage pattern similar to those seen with the advent of cellular and VOIP phones. For example, although cell phones initially accounted for less than 25% of 911 calls, they now account for 75%. Further complicating the issues surrounding NG-911 is that 911 call takers could receive multiple voice, text and data calls all regarding the same incident which would complicate and slowdown the process of getting a prompt dispatch to the correct location.

E. The other stated reason for PSAP consolidation, i.e., improvement in transfer times, requirements much more research to determine current transfer times; whether current transfer times do or do not meet national standards; what improvements NG-911 will offer to transfer times; and whether such improvements will provide significant return on investment (“ROI”). At present, the TC is not aware of a demonstrated problem with current transfer times.

F. The first and only meeting of the Tech Committee was just an initial and partial brainstorming as to the assignments, issues and questions associated with a sizable task. The TC is not in position at this time to provide complete answers to RC taskings. The PowerPoint slides and process chart prepared by the Facilitators should be considered as just the beginnings of initial brainstorming and scoping of work.
G. Communication. There was also a discussion regarding communication protocols. The Facilitators sought permission from the RC to authorize TC members to CC each other on communications regarding the work of the TC. The RC approved this method of communication.

4. IT Director Selection Processes

The IT Director Selection process is underway and closes on November 15. Once the selection processes closes, NORCOM will facilitate hiring panels to review the candidates. At present NORCOM is planning hiring panels representing the following groups:
   a. NORCOM Technical Committee & NORCOM Agency CIOs
   b. NORCOM IT Staff
   c. Fire Stakeholder Group
   d. Police Stakeholder Group

5. Employee Survey

We will present the Board with a more detailed summary of the results of the Employee Survey in open session. Some portions of the survey contain specific comments to individuals which are believed to be exempt from public disclosure. If necessary, details as to those comments can be provided in Executive Session.
KC E-911 Technical Committee
Assignment Progress Report
Presented to King County E-911
PSAP Future Configuration Recommendation Committee

King County E-911 PSAP Technical Committee
October 30, 2013
Work in Progress

- One Technical Committee meeting to address Recommendation Committee assignments
- Our discussion involved brainstorming and not a final approach
- Much more work to be done
- This presentation is a “snapshot in time”
Summary

• Of the five assignments assigned by the Recommendation Committee on 10/9, three will be reported on today and two have been postponed

• So-far one new assignment is proposed for consideration at today’s meeting
Assignment 10-9A

“Are these the right questions to ask?”

- This assignment is postponed pending discussion of the proposed planning process flow chart
Assignment 10-9B

“Come to agreement on an order or phasing for decision making around major decisions.”

- A schematic showing the order of priorities will be presented to the Recommendation Committee
King County E-911 Future Configuration and Options Planning Process - DRAFT

Problem Statement
Better define why we are here

Budget Considerations
For PSAPs and KC E-911 - historic and projected - including:
- Assumptions
- Personnel impacts
- Infrastructure impacts
- Operations/Maintenance impacts
- Next Generation-911 impacts
- Fund balance
- 911 money appropriated for other purposes

Research
Recommendation Committee (RC) and Technical Committee (TC) agree on:
- What questions to ask?
- What is “good enough” information to make a decision?

Efficiency and Effectiveness
Potential areas for TC to research:
- Call transfers (including primary to secondary versus other transfers)
- Countywide CAD
- Countywide Logging Recorder
- Call taker certification
- Training
- Wireless call loads
- Virtual/equipment consolidation

Next Generation-911
What makes the most sense for KC?
- To be on the “leading edge” or “bleeding edge”?
- What is the return on investment?
- What are staffing and other impacts?
- What are policy impacts?
- What’s the overall impact on our ability to answer calls?

Budget Options
Consider KC E-911 budget options and solutions based on TC research

Research
Technical Committee conducts additional research to help the Recommendation Committee recommend final options or configuration

KC E-911 Options & Configuration
1) Develop evaluation criteria
2) Develop options and configurations
3) Use criteria to evaluate and consider options and configurations
4) Work toward preferred options and configuration
Assignment 10-9C

“Identify information that the TC feels the RC will need to evaluate PSAP configuration options and solutions and other components of the KC 911 system”

- From TC 10/22 meeting:
  - KC E-911 revenues/expenditures
  - System efficiency and effectiveness
  - NG911

- TC will develop 10 key questions for the RC to consider – future
Assignment 10-9C
Proposed Budget-Related Questions

1) KC E-911 budget assumptions

2) Line-item E-911 2016 financial plan and budget
   - Each PSAP
   - Each PSAP function
   - PSAP equipment
   - Entire KC E-911 system

3) Expenditures and revenue
   - Trends
   - Current costs
   - Projected cost increases
   - Each PSAP/KC E-911

4) NG911 Financial impacts
   - Staffing
   - Technology upgrades
   - O&M
   - Percent of KC E-911 budget shortfall

King County E-911 Technical Committee
Assignment Progress Report
Assignment 10-9C
Proposed Budget-Related Questions

5) Percent of funding for call takers and tech staff out of escrow/fund balance

6) Financial impact of call transfers

7) Consider KC E-911 program funding
   • PSAP vs. System-wide
Assignment 10-9C

NG911 Questions – Non-financial

• Current KC E-911 system capabilities
• Potential NG911 system capabilities
• Regional impacts of NG911
• What happens if a PSAP does not want to implement NG911?
• NG911 lessons learned – other regions (cities, counties, and states)
• NG911 components
  ▪ Support from PSAPs and implementing components
Assignment 10-9C

Other Questions

• Status of 911 call transfers
  ▪ System-wide and by PSAP
  ▪ Reasons for call transfers
  ▪ Impacts of call transfers on end-users
  ▪ Are call transfers a problem

• Planning process timeline
• Cost – different options and configurations
• Options – virtual or equipment consolidation
• What is driving this process
Assignment 10-9D

“Identify a process for determining PSAP financial projections”

• King County will report out on this assignment at the 10/30 Recommendation Committee meeting
Assignment 10-9E

“Determine the process for identifying call-transfer shortcomings”

• This assignment is postponed
Assignment 10-30A

“Develop criteria to consider for evaluating PSAP configuration options and solutions”

• This assignment has not yet been assigned
Proposed Technical Committee Assignments

- 10-30A: Develop criteria to consider for evaluating PSAP configuration options and solutions
- Others to be decided on at today’s meeting
Technical Committee
Next Steps

- RC input on work in progress
- TC meeting(s)
  - TC further consideration of process, steps, and questions
- Training
- Develop 10 key questions for RC
King County E-911 Future Configuration and Options Planning Process

**Problem Statement**
Better define why we are here

**Budget Considerations**
For PSAPs and KC E-911 - historic and projected – including:
- Assumptions
- Personnel impacts
- Infrastructure Impacts
- Operations/Maintenance Impacts
- Next Generation-911 impacts
- Fund balance
- 911 money appropriated for other purposes

**Research**
Recommendation Committee (RC) and Technical Committee (TC) agree on:
- What questions to ask?
- What is “good enough” information to make a decision?

**Efficiency and Effectiveness**
Potential areas for TC to research:
- Call transfers (including primary to secondary versus other transfers)
- Countywide CAD
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- Call taker certification
- Training
- Wireless call loads
- Virtual/equipment Consolidation

**Next Generation-911**
What makes the most sense for KC?
- To be on the “leading edge” or “bleeding edge”?
- What is the return on investment?
- What are staffing and other impacts?
- What are policy impacts?
- What’s the overall impact on our ability to answer calls?

**Budget Options**
Consider KC E-911 budget options and solutions based on TC research

**Research**
Technical Committee conducts additional research to help the Recommendation Committee recommend final options or configuration

**KC E-911 Options & Configuration**
1) Develop evaluation criteria
2) Develop options and configurations
3) Use criteria to evaluate and consider options and configurations
4) Work toward preferred options and configuration
Key system efficiency and effectiveness-related questions:

1) Next Generation 911 (NG911)-related questions:
   a. What are King County E-911 system current capabilities and potential capabilities with NG911?
   b. What will be the regional impacts of NG911?
   c. What happens if a PSAP does not want to implement NG911?
   d. What other regions (cities, counties, and states) have implemented NG911, and how?
   e. What components of NG911 can PSAPs support and how will we implement these components?

2) What is King County’s official timeline for the King County E-911 planning process?

3) What is the true status of 911 call transfers system-wide and at each PSAP?
   a. What are the reasons for call transfers?
   b. What are the impacts of call transfers on end-users?
   c. Are call transfers even a problem that needs to be addressed?

4) How much will different options and configurations cost?

5) What are options for virtual or equipment consolidation (e.g. CAD consolidation)

6) What is driving King County’s decisions and what decisions can the Technical Committee support?

What are the 10 key questions for the Technical Committee to answer?
(This is still to be determined)
MEMORANDUM

To: NORCOM Governing Board
From: Mike Mandella, Deputy Director
Date: October 31, 2013
Re: General Update – Governing Board Meeting – November 8, 2013

• **Current/Ongoing Events**
  
  • Transition of Operations Manager responsibilities and tasks to Deputy Director:
    The transition of operations and training responsibilities to the Deputy Director will occur
    over the next few months.
  
  • Alpha Paging Transmitter Site Leases with King County (Sobieski):
    Given that the Sobieski site, which serves the Skykomish/FD50 service area, can be expected
    to serve as a back-up transmitter to other agencies we serve, NORCOM is pursuing the
    negation and assumption of the lease for that site. This is important due to the fact that
    there has never been a lease in place for Sobieski and the county signaled intent to
    discontinue utility service and access to the site without a lease.
  
  • FCC Licenses:
    The FCC licenses required for the Alpha-Paging transmitters currently held by the City of
    Bellevue will be transferred to NORCOM. The services of ADCOMM Engineering have been
    enlisted to begin the process of coordinating the transfer of each license from Bellevue to
    NORCOM. In addition to the Bellevue licenses, ADCOMM will assist NORCOM staff with the
    application for a dual license for the Sobieski site that provides coverage to KCFD50
    (Skykomish). The dual license, along with the lease, will afford NORCOM the opportunity to
    effect repairs, modifications or adjustments to the .190 transmitter much quicker than had
    occurred in the past. The .190 serves as KCFD 50’s primary radio frequency.
  
  • Entry Level Testing:
    Attended an initial meeting with Public Safety Testing staff to begin an assessment and
    comparison of services and costs to assist in determining when NORCOM will begin using
    this service.
  
  • Supervisor Union PSEU 519 Negotiations:
    A tentative agreement concerning actual hours worked as a requisite to overtime eligibility
    has been reached. The supervisor group will cast their ballots in the next week. Upon their
    ratification, the contract will be put to the Governing Board for approval.

• **Activity Since Last Report**
  
  • Leases with King County – Alpha Paging Sites:
    Leases for the Rattlesnake Mountain, Squak Mountain, Ring Hill and Crista Alpha Paging
    Transmitter sites are ready for signature and ratification. The bottom line with regard to
    cost is a five-hundred (500) dollar per year, per site, reimbursement for the use of the
utilities at each location. No rent is required. Each of these leases is for a five (5) year term with an automatic five (5) year renewable term. A single five (5) year renewable term is the maximum allowed by county ordinance.

- **Upcoming Activities**
  - **Relocation to Redmond Satellite Facility:**
    The replacement of the emergency generator switch gear at the Bellevue City Hall location will require NORCOM to utilize the Redmond satellite location for four (4) days. The city's contractors plan to work the weekend of Veteran’s Day, beginning Friday, November 8, at 1700. The work throughout the weekend will involve the generator power to City Hall, and testing the switching between primary power and generator power. During this work, if primary power is disrupted from PSE, and the generator controls are being worked on, the system would switch to UPS power. Current UPS duration is ~45 minutes; not long enough in a worst case scenario. Additionally, this work also requires that the building HVAC is taken out of service, creating another reason to use the satellite center. Staff is scheduled to return to the city hall location on Tuesday morning, November 12.
  - **Cell Phone to 911 Testing:**
    King County E-911 Program Office will be conducting annual cell to 911 testing. This testing verifies the area of coverage within each PSAP’s call area to confirm the cell towers are accurately sending callers to the appropriate PSAP. NORCOM will increase call receiver staffing to accommodate the anticipated additional call volume – at this time, expected to be 100-200 calls per day in the test week of November 18.
  - **Supervisor Promotional Testing:**
    NORCOM will conduct promotional testing for the position of Team Supervisor in early January. The open filing period ends November 5th, and will include a written test – something new to NORCOM’s promotional testing process.

- **Highlights**
  - **Completion of the Employee Survey:**
    NORCOM’s second employee survey has been concluded. Employee participation was very high, with an 81% return rate. The survey administrator’s initial impressions were that progress and improvements have been made since the 2012 survey.
  - **The alpha paging transmitter site leases with King County are the first such leases with the county since our inception. These leases require no “rent”, but rather, only a reimbursement of utility costs, amounting to five-hundred (500) dollars each year of the five (5) year lease. The leases come with an automatic five-year renewable term, the maximum term allowed by county ordinance.
  - **An RFP was issued October 30 for a Workload and Capacity Study, the purpose of which is to provide calculations that will provide NORCOM the ability to determine when it will be necessary to incrementally add staffing, space, or equipment, based on the assessment of NORCOM’s baseline capacity. This study will be provided to the consulting firm selected for the Rate Study for use in that separate body of work.**
MEMORANDUM

To: NORCOM Governing Board
From: Sheryl Mullen, Professional Standards & Development Manager
Date: October 31, 2013
Re: Staff Update

1. Activity Since Last Report

   • Continued transition of Operations Manager responsibilities to Deputy Director.
   • Development of Continuity of Operations Plan - NORCOM’s Continuity of Operations plan was created in advance of go live. It is more of an evacuation plan than a continuity of operations for all business units within NORCOM. I will be working to understand and develop (with involvement from all NORCOM business units) a plan for NORCOM.
      i. Completion of several FEMA courses needed to obtain knowledge of COOP elements in preparation for working on NORCOM’s plan.
      ii. Attended Bellevue EOC Forms & Processes Training in anticipation of involvement with Emergency Operations Center as needed.
      iii. Toured City of Bellevue Generator area in preparation for planned work to be completed Nov 8-12 (NORCOM will be operating out of the satellite center in Redmond).
      iv. Preliminary meeting being set up between City of Bellevue & NORCOM personnel to discuss possible additions to the mobile command post in support of call receiving and police/fire dispatching.
   • Recognition Committee - The recognition committee is reviewing existing SOP related to recognition and coordinating appreciation activities throughout the year. They have been involved in the selection of the 5 year coins.
   • Performance Metrics – I am reviewing existing performance metrics for our agency as well as standardizing some of the methods for gathering data. These include call for service numbers (not budget related), call processing times, call to dispatch times, etc.
      i. Attended meeting related to ECaTS reporting system. This is a program purchased by King County E911 that will allow us to gather additional information from the new phone system (coming in 2014).
ii. Attended meetings related to King County Emergency Medical Performance Standards. These are standards NORCOM agrees to maintain in order to receive levy money from King County EMS.

- Attended King County E911 Technical/IT/Users’ Group Meeting. This group is comprised of technical and operations personnel from all PSAPs in King County. Discussion included upcoming phone system changes, phone hardware/software and reporting issues, and NG911 (Next Generation 911) planning.
- Participated in preliminary interviews for Telecommunicators to provide input into the hiring of new personnel.
- Participated in NORCOM User Fee Study discussion in preparation for a more global review of options.
- Along with management team, met with Grant Consultant to discuss how NORCOM can apply for grant funding.
- Attended meeting of Washington APCO-NENA Certification Task Force. The purpose of this group is to work to develop a recommended process for state wide certification of Telecommunicators. The public expects a standard of care whether they are in urban King County or a rural county elsewhere in the state. Statewide standards and certification would ensure that Telecommunicators in all agencies have a baseline of knowledge based on APCO minimum training standards for Telecommunicators. The State of Washington currently has a voluntary program and we are working to develop a mandatory program with funding support through the state.
- Preparation for CALEA Accreditation process. I am beginning to review the process for NORCOM to seek CALEA accreditation and will include needed funds in the 2015 budget process. Until then, SOPs will be reviewed for maintained compliance.

2. Upcoming Activities
- Dispatch Review Committee Meeting (discussing EMD performance standards) 11/6/13
- TRIS Oversight Meeting (Tri County Radio Interoperability System) 11/6/13
- Health Insurance Committee Meeting 11/13/13
- King County Text to 911 Risk Analysis 11/12/2013
- KC E911 Training Coordinator Forum in relation to text to 911 11/14/2013
- Meeting with City of Bellevue related to Command Vehicle and feasibility for backup operations (to be scheduled)
- SMART 911 – No change - Technology not yet implemented at NORCOM. This program was purchased by King County E911 and was launched on September 11, 2012. Not all PSAPs in King County have the technology to view SMART911 profiles. NORCOM is one of those agencies. The delay in implementation at NORCOM is related to an antivirus conflict within the phone system and work is ongoing to resolve that. NORCOM has drafted SOP updates which will provide guidance to employees once the system is installed and available in NORCOM’s dispatch area. Training will be done near to the date the system is available.
3. **Highlights**

- Website maintenance – 2 RFPs, Team Supervisor Position, and Director of Technology position posted to website.
- 5 year service coins ordered

- Employees of the Quarter (3rd/2013) selected
- Photo Board will be hung this week in the hallway of NORCOM. It includes names and pictures of all NORCOM team members.
• Patch Board is completed and will be hung in the hallway of NORCOM. All agencies are represented (missing Snoq Pass Fire) along with service area maps. Please check it out next time you visit NORCOM. Thank you to ALL agencies for providing us with your patch for our board. If you are still in need of a NORCOM patch, please let me know.
The following performance data is included with this report:

- Training by Position
- Training by Number of Positions
- Training & Vacancies
- 911 Call Answer Standards
- 2013 Answer Time, Process Time, Agent Occupancy Rate
- CAD Calls by Year
- Fire CAD Incidents to Date AND Call to Dispatch Times
- Police CAD Incidents to Date AND Call to Dispatch Times
**Number of Telecommunicators**  
**October 31, 2013**

- Released as Call Receiver, Police & Fire Dispatcher (fully trained): 45
- Released as Call Receiver & Police Dispatcher: 1
- Released as Call Receiver & Fire Dispatcher: 6
- Trained as Call Receiver Only: 3
- Training - Not released to work a position: 5

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**Number & Percent of Telecommunicators Trained on Number of Positions**

- Fully Trained on All Positions (75%): 45
- Trained on 2 Positions (7%): 6
- Trained on 1 Position (10%): 4
- Trained on 0 Positions- Call Receiving Academy (8%): 5

---

Performance Measurement Data – October 31, 2013  
Prepared by: Sheryl Mullen, Professional Standards & Development Manager  
[smullen@norcom.org](mailto:smullen@norcom.org) 425-577-5676
NORCOM has been continuing to work to hire and train new employees in call receiving (academy is in aqua, one-on-one call receiving training is in purple, and released to work as a call receiver is in green). As they move to radio positions, you will see them change to being released in 2 positions (red) or fully trained (dark blue). Vacancies are shown as the orange part of the chart.
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.

![Graph showing the % of 911 calls answered within 10 seconds for each quarter from 2011 to 2013.]

Monthly 911 Calls

533 Most 911 Calls received in a day (October 17 & 18, 2013)

305 Fewest 911 Calls received in a day (October 20, 2013)

397 Average Number of 911 Calls received per day in October 2013

821 Average Number of all calls per day in October 2013 (Includes 911 calls)

12,303 Total number of 911 calls received in October 2013

25,444 Total number of all calls received in October 2013 (Includes 911 calls)
### 2013 Answer Time, Process Time, Agent Occupancy Rate

<table>
<thead>
<tr>
<th></th>
<th>AVG 911 Answer Time</th>
<th>AVG 911 Process Time (mins)</th>
<th>Total 911 Process Time (mins)</th>
<th>Agent Occupancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>0:00:04</td>
<td>0:02:20</td>
<td>466:18:59</td>
<td>62.68%</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>0:00:04</td>
<td>0:02:20</td>
<td>423:15:00</td>
<td>62.98%</td>
</tr>
<tr>
<td>MARCH</td>
<td>0:00:04</td>
<td>0:02:15</td>
<td>443:43:29</td>
<td>59.64%</td>
</tr>
<tr>
<td>APRIL</td>
<td>0:00:04</td>
<td>0:02:25</td>
<td>482:10:14</td>
<td>66.97%</td>
</tr>
<tr>
<td>MAY</td>
<td>0:00:04</td>
<td>0:02:27</td>
<td>540:43:12</td>
<td>72.68%</td>
</tr>
<tr>
<td>JUNE</td>
<td>0:00:04</td>
<td>0:02:25</td>
<td>545:29:13</td>
<td>75.76%</td>
</tr>
<tr>
<td>JULY</td>
<td>0:00:04</td>
<td>0:02:13</td>
<td>542:21:13</td>
<td>72.90%</td>
</tr>
<tr>
<td>AUGUST</td>
<td>0:00:04</td>
<td>0:02:13</td>
<td>479:00:26</td>
<td>64.38%</td>
</tr>
<tr>
<td>SEPTEMBER</td>
<td>0:00:04</td>
<td>0:02:17</td>
<td>472:23:40</td>
<td>65.61%</td>
</tr>
<tr>
<td>OCTOBER</td>
<td>0:00:04</td>
<td>0:02:21</td>
<td>481:56:33</td>
<td>64.78%</td>
</tr>
<tr>
<td>NOVEMBER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DECEMBER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>0:02:20</td>
<td>4877:21:59</td>
<td>66.84%</td>
</tr>
</tbody>
</table>

**Average 911 Answer Time**: time it took in seconds from the moment the call is presented to the PBX for queuing until the call was picked up by the Call Receiver (King County 911 assumes a 3 second window before NORCOM can physically answer the call)

**Average 911 Process Time**: time in seconds from the moment the ANI is detected and the query for ALI begins to the moment the CR hangs up (including answer time, call taker answer time, hold time, and talk time).

**Total 911 Process Time**: sum in seconds of total 911 process time

**Agent Occupancy Rate**: percent of time in month when call receivers were physically processing 911 calls (does not include 7 digit emergency, business, or outgoing calls)
<table>
<thead>
<tr>
<th></th>
<th>NORCOM Phone Actions</th>
<th>Calls Dispatched &amp; Field Actions **</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>911 Calls</td>
<td>911 Answer %</td>
</tr>
<tr>
<td>January</td>
<td>11985</td>
<td>99.06%</td>
</tr>
<tr>
<td>February</td>
<td>10838</td>
<td>99.11%</td>
</tr>
<tr>
<td>March</td>
<td>11794</td>
<td>99.19%</td>
</tr>
<tr>
<td>April</td>
<td>11929</td>
<td>99.44%</td>
</tr>
<tr>
<td>May</td>
<td>13171</td>
<td>99.06%</td>
</tr>
<tr>
<td>June</td>
<td>13511</td>
<td>98.47%</td>
</tr>
<tr>
<td>July</td>
<td>14667</td>
<td>98.83%</td>
</tr>
<tr>
<td>August</td>
<td>12889</td>
<td>97.72%</td>
</tr>
<tr>
<td>September</td>
<td>12409</td>
<td>98.89%</td>
</tr>
<tr>
<td>October</td>
<td>12303</td>
<td>98.39%</td>
</tr>
<tr>
<td>November</td>
<td></td>
<td></td>
</tr>
<tr>
<td>December</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>125496</td>
<td>98.82%</td>
</tr>
</tbody>
</table>

** 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)

n/a = Information temporarily unavailable

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 11/1/2013

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</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>2013 To Date</th>
<th>2013 % of police calls to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue PD</td>
<td>64425</td>
<td>73673</td>
<td>54113</td>
<td>192211</td>
<td>45.96%</td>
<td>32.87%</td>
<td>40517</td>
<td>42.46%</td>
</tr>
<tr>
<td>Clyde Hill PD</td>
<td>3073</td>
<td>2880</td>
<td>2829</td>
<td>8782</td>
<td>2.10%</td>
<td>1.50%</td>
<td>2141</td>
<td>2.21%</td>
</tr>
<tr>
<td>Kirkland PD</td>
<td>44863</td>
<td>62925</td>
<td>63787</td>
<td>171575</td>
<td>41.03%</td>
<td>29.34%</td>
<td>41660</td>
<td>43.41%</td>
</tr>
<tr>
<td>Medina PD</td>
<td>2434</td>
<td>2034</td>
<td>3670</td>
<td>8138</td>
<td>1.95%</td>
<td>1.39%</td>
<td>3138</td>
<td>3.35%</td>
</tr>
<tr>
<td>Mercer Island PD</td>
<td>11705</td>
<td>13035</td>
<td>12745</td>
<td>37485</td>
<td>8.96%</td>
<td>6.41%</td>
<td>8154</td>
<td>8.57%</td>
</tr>
<tr>
<td><strong>Police Totals</strong></td>
<td><strong>126500</strong></td>
<td><strong>154547</strong></td>
<td><strong>137144</strong></td>
<td><strong>418191</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>71.50%</strong></td>
<td><strong>106386</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

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

### Fire Calls

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Total Calls (3 years)</th>
<th>3 Year Average of Fire Calls</th>
<th>3 Year Average of All Calls (P/F)</th>
<th>2013 To Date</th>
<th>2013 % of fire calls to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue Fire</td>
<td>13141</td>
<td>12652</td>
<td>13357</td>
<td>39150</td>
<td>23.49%</td>
<td>6.69%</td>
<td>9993</td>
<td>23.67%</td>
</tr>
<tr>
<td>Bothell Fire</td>
<td>4456</td>
<td>4243</td>
<td>4513</td>
<td>13212</td>
<td>7.93%</td>
<td>2.26%</td>
<td>3477</td>
<td>8.24%</td>
</tr>
<tr>
<td>Duvall Fire</td>
<td>801</td>
<td>739</td>
<td>776</td>
<td>2316</td>
<td>1.39%</td>
<td>0.40%</td>
<td>559</td>
<td>1.32%</td>
</tr>
<tr>
<td>Eastside Fire</td>
<td>7943</td>
<td>7661</td>
<td>8127</td>
<td>23731</td>
<td>14.24%</td>
<td>4.06%</td>
<td>6114</td>
<td>14.48%</td>
</tr>
<tr>
<td>Fall City Fire</td>
<td>480</td>
<td>416</td>
<td>505</td>
<td>1401</td>
<td>0.84%</td>
<td>0.24%</td>
<td>336</td>
<td>0.80%</td>
</tr>
<tr>
<td>Kirkland Fire</td>
<td>6323</td>
<td>6510</td>
<td>6998</td>
<td>19831</td>
<td>11.90%</td>
<td>3.39%</td>
<td>5112</td>
<td>12.11%</td>
</tr>
<tr>
<td>Mercer Island Fire</td>
<td>2242</td>
<td>2120</td>
<td>2153</td>
<td>6515</td>
<td>3.91%</td>
<td>1.11%</td>
<td>1520</td>
<td>3.60%</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>2866</td>
<td>2514</td>
<td>2802</td>
<td>8182</td>
<td>4.91%</td>
<td>1.40%</td>
<td>2066</td>
<td>4.89%</td>
</tr>
<tr>
<td>Redmond Fire</td>
<td>6598</td>
<td>6150</td>
<td>6342</td>
<td>19090</td>
<td>11.45%</td>
<td>3.26%</td>
<td>4676</td>
<td>11.08%</td>
</tr>
<tr>
<td>Shoreline Fire</td>
<td>6730</td>
<td>6355</td>
<td>6769</td>
<td>19854</td>
<td>11.91%</td>
<td>3.39%</td>
<td>5034</td>
<td>11.92%</td>
</tr>
<tr>
<td>Skykomish Fire</td>
<td>323</td>
<td>280</td>
<td>295</td>
<td>898</td>
<td>0.54%</td>
<td>0.15%</td>
<td>201</td>
<td>0.48%</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire</td>
<td>236</td>
<td>278</td>
<td>311</td>
<td>825</td>
<td>0.50%</td>
<td>0.14%</td>
<td>251</td>
<td>0.59%</td>
</tr>
<tr>
<td>Snoqualmie Fire</td>
<td>801</td>
<td>778</td>
<td>802</td>
<td>2381</td>
<td>1.43%</td>
<td>0.41%</td>
<td>675</td>
<td>1.60%</td>
</tr>
<tr>
<td>Woodinville Fire</td>
<td>3285</td>
<td>3019</td>
<td>2963</td>
<td>9267</td>
<td>5.56%</td>
<td>1.58%</td>
<td>2205</td>
<td>5.22%</td>
</tr>
<tr>
<td><strong>Fire Totals</strong></td>
<td><strong>56225</strong></td>
<td><strong>53715</strong></td>
<td><strong>56713</strong></td>
<td><strong>166653</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>28.50%</strong></td>
<td><strong>42219</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

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

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

<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>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>
<td>88%</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>87%</td>
<td>88%</td>
<td>88%</td>
<td>87%</td>
<td>87%</td>
<td>87%</td>
</tr>
</tbody>
</table>

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

<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>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>
<td>96%</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>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>
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.

### 14 Incidents

<table>
<thead>
<tr>
<th>Year</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>
<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>2013</td>
<td>1:00</td>
<td>:52</td>
<td>:57</td>
<td>1:05</td>
<td>1:06</td>
<td>:53</td>
<td>:42</td>
<td>:51</td>
<td>:58</td>
<td>:60</td>
<td>:54</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.

1989 Incidents

<table>
<thead>
<tr>
<th></th>
<th>J</th>
<th>F</th>
<th>M</th>
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<td>2:16</td>
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</tbody>
</table>
NORCOM is easily meeting the expectation of non-emergency calls being dispatched in 60 minutes or less from the time of the call.

<table>
<thead>
<tr>
<th></th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
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<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
</tr>
</thead>
</table>
MEMORANDUM

To: NORCOM Governing Board
From: Susan Beisheim, HR Manager
Date: October 30, 2013
Re: Staff Update

1. Current/Ongoing Events
   • Recruitment
     o Telecommunicator – continuous
       ▪ 9 applicants actively moving through selection process
     o IT Director – Final Filing Date 11/15/2013
       ▪ 29 resumes received
     o Team Supervisor – Final Filing Date 11/5/2013
       ▪ 2 resumes received
       ▪ Development of selection process to include Team Supervisor Written exam

   • Initial testing – Telecommunicators
     o A combination of 140 tests have been administered to date; 24 additional tests are currently scheduled

   • Investigations
     o 1 active investigation regarding alleged bullying; coordinating with outside investigator

   • Coaching – Supervisors
     o Coordinating efforts of two coaches (one local/one remote) to enhance professional skill development for all Team Supervisors and to assist in the transition to new supervisors for four of the six

   • Evaluation tracking/reviewing/step increases
     o Review performance evaluations for accuracy, consistency; proof all evaluations for language, grammar, spelling, delivery
     o Developed and maintain spreadsheet to track evaluation process: evaluations due, overdue, and completed
     o Track all step increases due, prepare and process all Personnel Action Forms to ensure increases happen in a timely manner
• **SOP modifications**
  o SOP 02-005 Disciplinary and Grievance Processes – in draft to Labor Management Committee (LMC)
  o SOP 02-024 Sick, Bereavement, Administrative, and Emergency Leave in draft
  o SOP 02-036 Workplace Bullying – in final draft to the LMC
  o SOP 05-006 Salary Administration – in draft for review

• **Personnel management**
  o Approximately 20 -25% of time is spent addressing personnel issues, questions, and/or concerns via email, telephone, and in person

2. **Activity Since Last Report**
   • **Recruitment**
     o Telecommunicator recruitment
       1. 229 applications in GovJobsToday (GJT) online application tracking
     o IT Director
       1. Job description – additional elements added
       2. Comparative salary analysis – in geographically competitive market
       3. Job announcement/brochure/ national advertising effort
       4. 29 applications received, reviewed and categorized. Position closes on November 15, 2013. Hiring Panels will be scheduled to interview candidates. Planned hiring panels include NORCOM IT Stakeholders (NORCOM Tech Committee members); NORCOM IT Staff; Fire Stakeholder Group, Police Stakeholder Group, and NORCOM Management.

   • **Turnover**
     o Notification of Telecommunicator Erin Kronberg accepting offer of employment for supervisor position at SNOCOM

   • **Investigation**
     o One (1) completed investigation regarding complaint of unlawful harassment-
       1. Outcome reflects policy was followed; no violation of policy

   • **Protected Leave management**
     o Four (4) new FMLA certifications and designation notices completed

   • **Template**
     o Standardized template developed for Intent to Investigate; providing consistency and ensuring compliance with Weingarten and NORCOM policy language
3. Upcoming Activities
   - Open Recruitment Night – November/December 2013
   - Telecommunicator testing – transitioning to Public Safety Testing for applications, testing and some portions of backgrounding – December, 2013
   - Life Works EAP – December, 2013
   - US HealthWorks – adding after hours drug testing capability – December

4. Highlights
   - Flu vaccinations – 4 dates provided to all employees; 28% have received a vaccination
   - 1 Lateral Telecommunicator job offer was made and accepted; hire date 11/4/2013
   - Automatic disqualifiers completed and posted on website
   - Fully staffed (Telecommunicators) since July 22, 2013
MEMORANDUM

To: NORCOM Governing Board
From: Gwen Pilo, Finance Manager
Date: Current as of October 30, 2013
Re: Staff Update

1. Current/Ongoing Events
   - **2012 State Audit** – The State Auditor’s Office has a backlog of work and NORCOM’s audit has been delayed.
   - **Equipment Replacement Analysis** – At the completion of this project a new replacement schedule will be developed and presented as part of the 2015 Budget Process.
   - **Police and Fire Stakeholder Groups** – Finance Committee members, Stacie Martyn and Hiedi Popochock, volunteered to serve on these groups. I appreciate their willingness to take on this commitment and will support them as needed.
   - **Shared Procurement Portal** – NORCOM is a member of the eCityGov Shared Procurement Portal (SPP), the regional website that consolidates procurement services. The SPP has been in the process of changing platforms. The new site will have features, better tracking, documentation, and contract management; which will assist in our efforts to work more efficiently. I have attended training that provided an overview of the new platforms capabilities and how to use it.
   - **Requests for Proposals** – At this time, NORCOM has three RFP’s in various stages of the process. See “Activity Since Last Report” section for the details of each.
     - Rate Study / User Fee Policy Review and Analysis
     - Workload and Capacity Analysis
     - Fire Mobile-CAD Solution
   - **2014 Budget** – Preparation of the 2014 Budget Document has begun. This document will be presented for adoption at the December Governing Board meeting. Section 12c of the NORCOM ILA, requires that “Upon approval by the legislative authorities of each Principal and Subscriber of their respective allocation for NORCOM’s budget and upon verification of such approval to NORCOM, the Governing Board shall adopt its final budget for the following year.” Since most agencies adopt their budgets in November and early December NORCOM’s budget approval occurs in December.
2. Activity Since Last Report

- Requests for Proposals
  - Rate Study / User Fee Policy Review and Analysis – Closed 10/28/2013, 7 responses were received. The Finance Committee is reviewing the responses and will provide a recommendation for contract award at the December Governing Board meeting.
  - Workload and Capacity Analysis – Posted October 30, 2013. Sponsored by Deputy Director Mandella. The results of the analysis will provide NORCOM the ability to determine, based on workload, if staffing, equipment, or space is required. This analysis will also feed into the Rate Study and User Fee Analysis listed above.
  - Fire Mobile-CAD Solution – RFP will post on November 4, 2013. Per RCW 39.04.270, the RFP will be open for 13 days (November 18, 2013). Sponsored by Fire Stakeholders Group. The Fire Stakeholder Group will serve as the Selection Advisory Committee to review all RFPs and make a recommendation to the Executive Director. The Governing Board will have final approval authority.

- Cost Analysis Projection Tool
  - Rob Martin with OBS, Karen Furuya, and I have been conducting Knowledge Transfers with the Projection Tool Rob created. I have been tasked with control of the Projection tool and providing a naming convention to those using it.
  - I will be presenting the recorded overview of the Projection tool to the Finance Committee at our October 31st meeting.
  - This is a tool that will be updated frequently and used to project and monitor our progress over a six year planning horizon.

3. Upcoming Activities

- 2014 Budget Adoption will occur at the December Governing Board meeting. Please be reminded that your Financial Participation Notification will need to be provided to the Finance Department by December 12th. We will be contacting those who have yet to provide notification to supply us with anticipated dates of approval.

4. Highlights

- The Cost Analysis Projection tool was presented and used at the Joint Operations Board meeting to prioritize the lists from the Stakeholders groups. The result of this presentation is the recommendation from the Joint Operations Board, provided in the Governing Board packet.
## NORCOM Investment Report
### Interst Bearing Bank Accounts

**NORCOM**  
Bank Accounts - by Depository, Summary  
September 30, 2013

<table>
<thead>
<tr>
<th>Description</th>
<th>Rate</th>
<th>for Month Ending</th>
<th>Interest YTD</th>
<th>Balance</th>
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<tbody>
<tr>
<td>Local Gov't Investment Pool</td>
<td>0.12300%</td>
<td>9/30/2013</td>
<td>$756.69</td>
<td>$601,369.61</td>
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<tr>
<td>E-9-1-1 Escrow Account</td>
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**Total** $2,532,671.67
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<thead>
<tr>
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<th>Maturity</th>
<th>Call Dates</th>
<th>Interest</th>
<th>Original Face</th>
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<th>Market Value</th>
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</table>

Current Year Unrealized gain (loss) **($2,366.95)**
MEMORANDUM

To: NORCOM Governing Board
From: Karen Furuya, Interim Technology Manager
Date: Current as of October 30, 2013
Re: Staff Update - Technology

Activity Since Last Report

• Paging Delays / Communication Protocol – October 10th
  NORCOM performed maintenance to the production Interface servers and the TriTech SQL servers. Maintenance consisted of Windows patching and an upgrade to the Symantec Antivirus. The maintenance caused a paging issue resulting in delays in outbound pages and MDCs being down. While issues with technology and software are inevitable, these issues highlighted a major breakdown in our IT notification protocol. NORCOM IT has started work on improving its communication protocols for internal and external communications to prevent situations where our users are unaware of work being done that have the potential of affecting their technology services.

• Zoll Fire Records Management System (RMS) Upgrade – October 15th
  NORCOM and Agencies using the Zoll Records Management System upgraded their systems on October 15, 2013. NORCOM is hosting six of the twelve agencies that use Zoll RMS—Bellevue, Duvall, Mercer Island, Snoqualmie, Skykomish and Snoqualmie Pass. NORCOM completed the upgrade for the agencies that are being hosted at NORCOM within the time frame projected. The remaining agencies conducted and completed the upgrade to their respective systems. All agency downloads were completed by 14:00, with the exception of Snoqualmie Pass. Snoqualmie Pass experienced a server hardware failure the night before the upgrade, which prevented them from upgrading with the rest of the agencies. Due to difficulties with rebuilding their server, Snoqualmie Pass opted to have NORCOM host their RMS. The incident download will occur when their workstations have been upgraded.

• Active 911 – Addition of Latitude/Longitude and TAC channel – October 15th
  On October 15th, the fire incident’s latitude/longitude was added to the SERS pager format so devices using the Active 911 Application can read the pager information. The primary fire tactical channel (FTAC) is currently part of the SERS pager format. Active 911 have configured their application to pull in the latitude/longitude and are working on pulling the FTAC channel into the Active 911 application. Kevin Bryson of Eastside Fire and Rescue is coordinating the Active 911 effort.

• ACCESS/NCIC Outage – October 15th
  NORCOM and other surrounding agencies lost connectivity with Washington State Police (WSP) ACCESS system. This outage occurred approximately 18:30 – 00:00. NORCOM, WSP, KC INET and CTS
(Consolidated Technology Services, the State level IT) were involved in troubleshooting the issue. The problem was determined to be a typographical error in a router upgrade performed by the state CTS team.

- **Information Security Policy Framework: Server Room Access**
  NORCOM is developing policies and procedures for server room access. Discussions have been initiated with the City of Bellevue Security Superintendent and Bellevue IT regarding card key permissions and access to the security camera feeds in the server room. 

  *(Information Security Policy Framework—the development of policies, standards, guidelines and procedures.)*

- **Change Management Policy and Procedures: Policy, Procedures and Forms**
  A Change Management policy draft is currently in development. While the policy is being developed, there is a current necessity to track changes and document decisions for the systems in production today. Action Summary and Decision Summary forms have been created and are in use. Adjustments to the forms will be completed as necessary.

  *(The development of Change Management policies and procedures to ensure that standardized methods, processes and procedures are used in order to minimize the impact of any related incidents. It also affords NORCOM the ability to maintain the proper balance between the need for change and the impact, or potential impact, of that change.)*

- **Communications Protocols: Outage & Maintenance Notifications**
  NORCOM IT is developing the policy and procedures for system outage and maintenance notifications. A part of that work is evaluating how a mailing list server can meet our communication needs.

  *(The development of policies and procedures for internal and external communications as it relates to Information Technology.)*

- **Documentation standards development: Central location and format**
  NORCOM IT has developed a “Wiki”, a web application that allows people to manage the content of the web pages, to serve as a central information source for NORCOM employees. NORCOM IT will be using the “Wiki” to manage system documentation by storing templates, standardized forms and documentation in a central location. With all the varied technologies that NORCOM supports, access to information during on-call support hours can be a challenge. Having standardized forms located in a central “Wiki” location will improve our support response times to our communications center and agencies.

  *(Documentation standards: Areas to develop include naming conventions, forms and templates, a central repository and keeping documentation up-to-date.)*
• **Coplogic**  
  The citizen online reporting phase of the project is completed. The work on the interface phase is in progress. NORCOM, Kirkland PD and Bellevue PD continue to work with Coplogic and New World Systems in resolving interface issues identified in testing. Bellevue PD has launched the citizen online crime reporting portion. A public announcement and press release will be made in the upcoming days.

(Coplogic is an online citizen police reporting program that enables citizens to file police reports online for selected types of crime. After that report is reviewed, it can then integrate into an agency’s Records Management System.)

**Upcoming Activities**

• **November 8-12: City of Bellevue Generator Work**
  NORCOM Operations will be working out of the Redmond satellite location during the time of the work. NORCOM techs have met with Bellevue’s project managers and lead electrician to understand the work that is being done and the risks/impact to NORCOM’s operations. Communication protocols are in place between NORCOM IT, NORCOM Operations and the project team at the City of Bellevue. ITS will have a tech onsite at Bellevue throughout the time work is being done on the generators.

• **Q2-2013 - KC Phone System Replacement Project**
  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 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).

  King County will be replacing six of the larger PSAP’s phone systems. The PSAPs will be paired as follows: 1) Valley Communications (VC) and King County Sherriff’s Office (KCSO); 2) NORCOM and Washington State Patrol (WSP); 3) Seattle Fire (SFD) and Seattle PD (SPD). The paired PSAPs will have fail-over capabilities where if one PSAP’s phone system goes down, the other PSAP’s phone system will automatically process the calls of the “down” PSAP.

  Project management will be performed by Century Link. The initial project schedule was very aggressive due to Microsoft Windows XP no longer being supported as of April 8th, 2014. The first proposed implementation schedule has VC and KCSO implementing from Oct-Dec 2013, NORCOM and WSP from Jan-Mar 2014, and SPD and SFD from Apr-Jun 2014. King County’s goal was to finish all phone system replacements by June of 2014.

  Due to the aggressive schedule, the project plan is incomplete. PSAP business processes and work flows had not been fully investigated. One example is the use of the “abandonment module” which allows a PSAP to manually reroute 911 calls to another location. The current method is to physically activate a switch at the satellite PSAP. The proposed new system does not have this function and
would require a support ticket to be initiated with the vendor. This was not an acceptable process change for PSAPs.

As of October 24th, the project schedule has been put on hold while the vendor collects PSAP requirements and work flows to then develop appropriate solutions.

- **Mercer Island Fire Department - Locution installation at interim location for ST92**
  NORCOM IT will be supporting the ST92 move by configuring Locution alerting at the interim location.

**Highlights**

- **Non-ICRM Project List**
  The technology team has completed the full the non-ICRM project list. NORCOM IT submitted the short-list of prioritized projects consisting of large projects or time-sensitive projects to the Joint Operating Board for prioritization. Joint Operations approved the list and incorporated it into an integrated prioritized list that will be presented to the Governing Board for final approval.
MEMORANDUM

To: Governing Board
From: Jerry Holcombe, Integrated Communications & Records Management (ICRM) Program Manager
Date: November 1, 2013
Subject: ICRM Program Update – Governing Board Meeting November 8, 2013

For more detailed information regarding the status of the ICRM Program, please refer to the Weekly Status Report (attached).

Activity Status

• Fire Projects
  o As a result of the July 12 NORCOM Governing Board Meeting, Fire Project Milestone timelines are TBD; pending NORCOM project prioritization and planning process (please see the Project Issue logged in Section 8. Open Issues and Risks in the Weekly Status Report).
  
  o The Fire Stakeholder Group has met 4 times and developed a prioritized list of Fire Projects that incorporated into an overall 2-year plan along with lists of Police projects and NORCOM IT projects. This plan was presented to Joint Operations Board on October 24. The plan was approved with revisions and this plan will be presented to the Governing Board on November 8. The Fire projects that are currently included in the 2-year plan are as follows:
    ▪ Fire Mobile-CAD Solution Selection
    ▪ TriTech CAD Test Environment
    ▪ Fire Mobile-CAD Implementation
    ▪ TriTech CAD Upgrade
    ▪ Fire RMS Strategy
  
  o In the interim, pending Governing Board Approval of projects, an RFP to select a Fire Mobile-CAD has been developed. The target posting date of the RFP is November 4.

• Police Projects
  o The NORCOM and NWS teams are working with NWS to resolve Production issues as they are reported and in priority order. The below table updated on October 31, 2013.
7 of the remaining P2 issues have been scheduled into the NWS SP 2.5 release. At this time, NWS has indicated that 8 of the remaining P2 issues cannot be resolved in the 10.0 Platform due to constraints within the .NET Framework upon which it is based. Resolution would require the implementation of 10.1 and/or 10.2 Platforms. The team is currently analyzing the SP2.5 payload to determine the overall value for NORCOM. Better use of resources may be to focus on preparing for and testing 10.2 GA when it becomes available in December.

Planning for the resolution of the P3 and P4 issues has been initiated, but the vast majority of the fixes for these issues have not yet been scheduled (please see the latest version of the Fault Summary in Section 5. Bugs and Software Defects in the Weekly Status Report).

At this time, we understand the releases to be as follows:

- **SP2.5 (Police & Dispatch P1s and P2s):**
  - QA1 Delivery & Install: December 12
  - Move to Production: early January 2014
- **10.1 GA** – currently available. Team is testing as availability allows.
- **10.2 GA** – target is December 2013 for testing.
- **10.2 SP1** – target delivery is February 2014 (this is the GA build that is being targeted for Move to Production)

The Police Stakeholder Group has met 3 times and developed a prioritized list of Police Projects that incorporated into an overall 2-year plan along with lists of Fire projects and NORCOM IT projects. This plan was presented to Joint Operations Board on October 24. The plan was approved with revisions and this plan will be presented to the Governing Board on November 8. The Police projects that are currently included in the 2-year plan are as follows:

- Police CAD Stabilization
- 10.x GA Upgrade
- Fill in RMS Gaps
- Bellevue Field Reporting
- LINX Interface

Should you have questions or suggestions, please contact me at phone 503.505.1469, or email jholcome@obsglobal.com.
New/updated information is highlighted

1. Summary

Ongoing Activities

- Fire Projects
  - As a result of the July 12 NORCOM Governing Board Meeting, Fire Project Milestone timelines are TBD; pending NORCOM project prioritization and planning process (please see the Project Issue logged in Section 8. Open Issues and Risks). Milestone activities will be similar (if not the same as previous); including, but not limited to:
    - Solution Selection & Acquisition
    - Project Planning
    - Software Readiness
    - Hardware Readiness
    - Server Environment Readiness
    - Configuration Options and Requirements Refinement
    - Data Conversion
    - Reports
    - Interfaces
    - Training
    - Deployment Planning
  - The Fire Stakeholder Group has met 4 times and developed a prioritized list of Fire Projects that incorporated into an overall 2-year plan along with lists of Police projects and NORCOM IT projects. This plan was presented to Joint Operations Board on October 24. The plan was approved with revisions and this plan will be presented to the Governing Board on November 8. The Fire projects that are currently included in the 2-year plan are as follows:
    - Fire Mobile-CAD Solution Selection
    - TriTech CAD Test Environment
    - Fire Mobile-CAD Implementation
    - TriTech CAD Upgrade
    - Fire RMS Strategy
  - In the interim, pending Governing Board Approval of projects, an RFP to select a Fire Mobile-CAD has been developed. The target posting date of the RFP is November 4.

- Police Projects
  - The NORCOM and NWS teams are working with NWS to resolve Production issues as they are reported and in priority order. Below table updated on October 31, 2013.

<table>
<thead>
<tr>
<th>Issue Priority</th>
<th>Open</th>
<th>Resolved</th>
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</thead>
<tbody>
<tr>
<td>P1</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>P2</td>
<td>20</td>
<td>61</td>
</tr>
<tr>
<td>P3</td>
<td>45</td>
<td>44</td>
</tr>
<tr>
<td>P4</td>
<td>49</td>
<td>52</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>167</td>
</tr>
</tbody>
</table>
7 of the remaining P2 issues have been scheduled into the NWS SP 2.5 release. At this time, NWS has indicated that 8 of the remaining P2 issues cannot be resolved in the 10.0 Platform due to constraints within the .NET Framework upon which it is based. Resolution would require the implementation of 10.1 and/or 10.2 Platforms. The team is currently analyzing the SP2.5 payload to determine the overall value for NORCOM. Better use of resources may be to focus on preparing for and testing 10.2 GA when it becomes available in December.

Planning for the resolution of the P3 and P4 issues has been initiated, but the vast majority of the fixes for these issues have not yet been scheduled (please see the latest version of the Fault Summary in Section 5. Bugs and Software Defects).

At this time, we understand the releases to be as follows:

- SP2.5 (Police & Dispatch P1s and P2s):
  - QA1 Delivery & Install: December 12
  - QA1 Testing: December 13 - 20
  - NWS Remediation: December 23 - 30
  - RC1 Delivery & Install: January 2
  - RC1 Testing: January 3 - 7
  - Move to Production: TBD
- 10.1 GA – currently available. **Team is testing as availability allows.**
- 10.2 GA – target is December 2013 for testing.
- **10.2 SP1 – target delivery is February 2014 (this is the GA build that is being targeted for Move to Production)**

The Police Stakeholder Group has met 3 times and developed a prioritized list of Police Projects that incorporated into an overall 2-year plan along with lists of Fire projects and NORCOM IT projects. This plan was presented to Joint Operations Board on October 24. The plan was approved with revisions and this plan will be presented to the Governing Board on November 8. The Police projects that are currently included in the 2-year plan are as follows:

- Police CAD Stabilization
- 10.x GA Upgrade
- Fill in RMS Gaps
- Bellevue Field Reporting
- LINX Interface

**Program Planning Activities**

- Strategic Long-term plan for overall implementation

  - Fire Project – TBD

**Program Definition**

- Project Team:
  - Fire SME – Ken Knott, Mercer Island Fire, MOU signed.
  - Police SMEs
    - Marcia Harnden, Bellevue Police. MOU signed.
    - Jeff Magnan, Mercer Island Police. MOU signed.
  - Operations SME – Andrew Johnson, NORCOM.
  - Mike Prill – NORCOM Technical Lead
  - Karen Furuya – NORCOM Technical Oversight / Solution Architect
  - NORCOM Technology Team members will play various roles on the team

- Artifacts: Program Charter, RACI, Approvals/Triggers, Change Request template, Communications Plan and Decision Summary template have been drafted, but require refinement. Please see risk regarding resource availability to complete these artifacts.

2. **Go-Live Dates**
Policy
- 10.0 SP2.5: target Move to Production - January 2014.
- 10.2 SP1: target Move to Production – April 2014

Fire
- Baseline Schedules for Fire are TBD.

3. Schedule (Remaining Milestones, Inter-project Dependencies, Project Slack, Critical Path)

This section will become more formal and detailed as the planning process gains traction.
- Fire – Timelines are TBD.

4. Key Resource Availability Summary

Key Resources are still being identified. Stakeholder Group members need to be added to the list below.

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<th>December 2013</th>
</tr>
</thead>
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<td>XXXXX</td>
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<td>Lohr</td>
<td>Victor</td>
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Out of the office and generally unavailable by phone or email:
- X = All day
- Go = a.m.
- Go = p.m.

Out of the office but generally available by phone or email:
- O = All day
- O = a.m.
- O = p.m.

Remote resource available on site:
- ✓ = All day
- ✓ = a.m.
- ✓ = p.m.

Remote resource available off site:
- 1 = All day
- 1 = a.m.
- 1 = p.m.
5. Bugs and Software Defects

NWS Build Schedule

- SP2.5 (Police & Dispatch P1s and P2s):
  - QA1 Delivery & Install: December 12
  - QA1 Testing: December 13 - 20
  - NWS Remediation: December 23 - 30
  - RC1 Delivery & Install: January 2
  - RC1 Testing: January 3 - 7
  - Move to Production: TBD

Fault Summary – October 18, 2013

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6. Decision Summaries

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<td>Interim ESO -&gt; TriTech Interface</td>
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7. Project Change Management - Change Requests

No Change Requests to Date

8. Open Issues and Risks


- 001 “Time Stamp Change” Issue has been Closed.
- 002 “Existing Planning Materials” Risk has been Closed.
- 003 “Detailed task management interfering with development of the overall plan” Issue has been Closed.
- 004 “ESRI license renewal” Issue has been Closed.
- 005 “Software Suggestions – Fire” Issue has been Closed.
- 006 “Available Resources” Risk has been Closed.
- 007 “Organization Commitment” Risk has been Closed.
- 008 “Decision-making process not defined for Program” Risk has been Closed.
- 009 “Communication Plan not defined for Program” Risk has been Closed.
- 010 “NWS End of May Release” Issue has been Closed.
- 011 “Clear and agreed-upon Program Scope” Risk has been Closed.
- 012 “Test Case Development Milestone” Issue has been Closed.
- 013 “Grant Re-payment” Risk has been Closed.
- 014 “City of Bellevue Police Records Data Conversion” has been Parked.
- 015 “Fire Records Data Conversion” has been Closed.
- 016 “Interim ESO->TriTech Interface” Issue has been Closed.
- 017 “Windows Configuration File Versions” Risk has been Closed.
- 018 “NWS Project Manager Change” Risk has been Closed.
- 019 “Work-arounds for Go Live issues” Issue has been Closed.
- 020 “Ad Hoc Reporting Solution” Issue has been Closed.
- 021 “Impact of Dispute Resolution Process” Issue has been Parked.
- 022 “AVL Modem issue resolution may cause re-work” Risk has been Closed.
- 023 “Interim Solution of Mobile Crash Issue will cause re-work” Risk has been Closed.
- 024 “Post-Deploy CAD Hanging Issue” Risk has been Closed.
- 025 “Fire Reporting: Potential Delays” Risk has been Closed.
- 026 “EMS Patient Data Conversion” Issue has been Closed.

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<thead>
<tr>
<th>ID</th>
<th>Risk / Issue Status</th>
<th>Title</th>
<th>Activity Log (Notes)</th>
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| 027  | Open               | Future State Solution Change of Direction for the Fire Project | 7/18/2013 - The NORCOM Governing Board decision on July 12 made a policy-level decision that results in a change in the future state solution set for the Fire Project. The impact to the project is that all Milestone timelines for the Fire are TBD. The resolution of this issue will require research of new and/or TBD solution sets, and prioritization and planning of projects. A process and framework for prioritizing and planning projects, including solution selection projects is currently being developed.  
**Revision to 7/18/2013 entry:** the Governing Board decision on July 12 resulted in a change of direction for the future state solution set for the Fire Project; however this decision is within the context of the current dispute resolution process with NWS.  
8/2/2013 - A draft of the process and framework for prioritizing and planning projects will be presented to the Governing Board on August 9.  
8/15/2013 - A draft of the process and framework for prioritizing and planning projects was presented to the Governing Board on August 9. The Governing Board provisionally approved the organizational structure and approved the process. The organizational structure is now being vetted within the appropriate venues - current ICRM Steering Committee, Joint Operations, ICRM Project Team, Fire PMs, and Police PMs. The organizational structure and process would hold true for all paths moving forward.  
9/4/2013 - The Joint Operations Board approved the proposed Organizational Structure and Process. Fire Operations will appoint 5 representatives for the Fire Stakeholder Group; and one representative from each Police agency will be on the Police Stakeholder Group. The Finance and Technology Committees will be providing representatives for each group; however the representatives for from these committees will be non-voting.  
9/20/2013 - The stakeholder groups have been formed and the initial meetings have been scheduled.  
10/3/2013 - The Fire Stakeholder Group had its initial meeting on October 2 and the second meeting is scheduled for October 8. The are beginning the prioritization process for Fire Projects.  
10/18/2013 - A list of prioritized projects has been developed and will be presented at Joint Operations Board on October 24.  
10/31/2013 - A consolidated 2-year plan of Fire projects, Police projects, and IT projects was presented and approved (with revisions) by Joint Ops Board. The plan will be presented to the Governing Board on November 8. |