NORCOM Principals Assembly

Friday, April 10, 2015 – 9:00 a.m.

Bellevue City Hall – 450 110th Ave NE, Bellevue, WA 98004 – Room 1E-108

1. Call to Order
2. Introductions
3. Approval of Minutes from 4/11/2014 Meeting
4. NORCOM Employee Recognition
5. State of NORCOM
6. 2014 Financial Overview

*The monthly NORCOM Governing Board meeting will commence immediately following the Principals Assembly.*
Meeting Minutes  
NORCOM Governing Board  
Evergreen Hospital, Room Tan 100/101  
April 11, 2014

**Governing Board & Principals Assembly Representatives Present:** Chris Connor, Mark Correira, Bob VanHorne, Jim Torpin, Mike Eisner, Tim Dahl, Jay Wiseman, Kurt Triplett, Greg Ahearn, Bill Archer, Lee Soptich, Joel Kuhnhenn, Jerry Smith and Harry Oestreich

1. **Call to Order**
   The NORCOM Principals Assembly was called to order by Chris Connor, Governing Board Chair, at 9:04 a.m. on April 11, 2014.

2. **Roll Call**
   Chris Connor initiated roundtable introductions of Principals Assembly Representatives, Governing Board Representatives and NORCOM staff.

3. **Approval of 2013 Principals Assembly Minutes**
   Chris Connor made a motion to approve the minutes from the April 12, 2013 Principals Assembly Meeting. Motion carried.

4. **NORCOM Employee Recognition**
   Tom Orr discussed: NORCOM has a lot of great employees, and only a few could be recognized today. Ed Whitford was selected as technology employee of the year. Mike Prill and Nathan Way were also nominated. Josh Randall was selected as telecommunicator of the year. Andrew Johnson, Billy Marshaleck, Devin Pekema, Ethan Trimble, Linda McLaurin and Becky McCracken were also nominated. Sandy Hogue was selected as supervisor of the year. Melissa Crawford and Amanda Kolling were also nominated. Heather Wong was selected as administrative employee of the year. The team award was given to the Recognition Cross Team, consisting of: Ed Whitford, Gwen Pilo, Katy Gilbert, Deanna Carkeek, Heather Wong, Heather Facer, Sandy Hogue, and Traci Caligiuri. The CTO group and Active Shooter Response Team were also nominated. The Edison award was given to Melissa Crawford. Mike Prill was also nominated. Marla Smithhisler was thanked for her efforts in organizing the Principals Assembly. Chris Connor thanked the rest of the administrative staff and the staff who was unable to attend for their service to NORCOM.

5. **State of NORCOM**
   Tom Orr discussed: The cause of the 911 outage yesterday is still somewhat unknown. The latest reports indicate the outage in Oregon was a separate incident than the outage in Washington. Century Link maintenance at CRESSA may have played a role. All 911 centers along the West Coast are connected. There was also an unrelated incident yesterday with an upgrade to the ACCESS system, and service was momentarily lost. NORCOM has a policy stating outside technicians cannot perform work on NORCOM’s systems without prior approval. Next Wednesday is a King County incident brief and there is a state briefing on May 15th. Discussion ensued and the Board requested periodic updates on the outage. Alternate emergency numbers are available in the
event 911 experiences another outage and NORCOM is looking into utilizing a 1-800 number.

NORCOM’s overall financial view is favorable compared to the ten year forecast created when NORCOM was formed.

There was a minor decrease in the number of 911 calls taken in the last year. NORCOM exceeds King County and national call answer standards. Staying above call answer standards is tied to funding from the County. Quality assurance checks on those calls also rate above average. NORCOM is currently authorized for 60 FTE’s with the capacity for two over hires. Turnover has slowed and full staffing was achieved in early 2014.

Improvements in training, cultural values and the labor agreement contributed to the lower turnover. Each new hire needs approximately four hundred hours of training. 92% of our new hires successfully completed their training. Roky Louie discussed: by giving trainees more time to learn, we are improving their chances for success.

The IT team is very busy supporting technical needs of NORCOM and all of NORCOM’s agencies. There has been a lot of work done in 2013 on Alpha paging and the FCC licenses have been transferred to NORCOM from Bellevue. This radio system is at end-of-life and work has begun to start updates. All radio sites are being evaluated and some need new equipment. Leases were drafted for all radio sites on King County land. The IT group has worked on many projects in the past year including major GIS updates. There is no evidence of any personal records were compromised in security breach discovered at the end of 2013. Credit monitoring services were offered to all of the potentially affected personnel. This incident is covered by insurance. There is much more work to be done to protect NORCOM data going forward.

A lot of work was done to build a strategic assessment process. Moving forward, the ICRM solution is to continue using TriTech CAD for fire and New World CAD for police. The fire and police stakeholder groups have been key in making this process work. A quarterly review of the prioritized project list will ensure projects are completed as efficiently as possible. Jerry Holcombe discussed: the TriTech fire mobile upgrade is in progress and a CAD upgrade is in planning.

Tom Orr discussed: A settlement agreement was reached with New World Systems after mediation, and the contract is currently being reformed. Some of the essential terms of the settlement include NWS refunding $850,000 to NORCOM and NORCOM will begin paying software maintenance fees. Future payments will be tied to performance. Jerry Holcombe discussed: the build schedule is being developed while contract negotiations continue. There are current install issues with early adopters, and it was recommended NORCOM not start with the 11.x platform. There may be potential budget impact to improve infrastructure in order to accommodate 11.x. Testing for version 10.3 should begin shortly. Discussion ensued regarding operating systems.

Tom Orr discussed: NORCOM is cautiously moving forward with New World. Best case scenario: the system should be fully functional by December 2015. There may be disputes in the future. No discussion.
Meeting Minutes
NORCOM Governing Board
Evergreen Hospital, Room Tan 100/101
April 11, 2014

6. **2013 Financial Overview**
   Gwen Pilo discussed: NORCOM’s net position decreased, which was planned and anticipated due to the reduction of FTE’s. Budgeting for fewer FTE’s caused less in salary savings and a smaller ending fund balance. At the end of 2013 the unrestricted assets totaled $700,000. Invested and capital assets also decreased due to depreciation. The rate stabilization fund decreased to fund the capital projects fund. The capital projects fund increased due to legal, project management and subject matter expert costs. The operating expense reserve did not increase or decrease and the equipment replacement fund increased due to the planned contribution. Liabilities increased by about 17% due to accounts payable and salaries and wages. The net position will likely decrease again due to more accurate accounting of expenses, to ensure NORCOM is not overcharging the agencies.

7. **Proposed Budget Policy 2015**
   Gwen Pilo discussed: the 2015 proposed budget policy was presented to the Joint Operating Board who recommend it to the Governing Board. Performance measures and core values guide NORCOM’s budget policy. The general financial goals are to sustain consistent high quality service and to avoid using one time revenues for ongoing costs. Operating reserves are 5% of the budget outside of salaries, which may change in the future. The state auditor conducts an annual audit of NORCOM’s finances. NORCOM uses a zero based budget strategy. The operating budget focuses on stability, growth containment, service levels, reviewing workload and staffing model and evaluating health insurance options. A timeline will be established for technology service level agreements and an analysis of IT security will be completed as well. The capital projects budget is focused on the TriTech upgrade, NWS upgrade and changes, and the joint prioritized project list. There may be recommended changes to funding the equipment replacement fund and the operating expense reserve.
   No discussion.
   Meeting adjourned at 10:16 am.

Approved by:

_________________________________________________
Chair

Attest: ___________________________________________
Secretary
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Thank you for your interest in NORCOM. Our Annual Report is an important and vital tool for providing an objective and transparent assessment of our performance throughout the year. This year’s report is an especially important one as 2014 marked a major milestone as well as a critical turning point for NORCOM. We not only celebrated our first five years of successful operations in July but also turned the corner on the installation of a very challenging technology project known as the Integrated Communications and Records Management system (ICRM).

With respect to the ICRM system, NORCOM and New World Systems completed dispute resolution resulting in a refund of $850,000 in funds and an amendment to the contract whereby New World would no longer be NORCOM’s provider for Fire-related Computer Aided Dispatch. For Fire Computer Aided Dispatch, NORCOM elected to continue use of the TriTech solution and moved swiftly and successfully to implement a CAD-to-Mobile solution for all Fire Response units. NORCOM also began planning for a major TriTech CAD upgrade to take place in 2015.

In 2014, NORCOM’s efforts to become more efficient yielded many favorable results. After several years of analysis and adjusting staffing models, NORCOM achieved a 50% reduction in overtime despite lowering the number of authorized telecommunicator FTEs to 60. This is down from a high of 72 authorized FTEs during NORCOM’s first full year of operations in 2010. In addition, each telecommunicator and management worked hard to minimize non-operational time off the floor thereby increasing net available work hours by 14.96%.

The Finance Department, Employee Benefits Committee and Labor worked collaboratively together to identify a health plan alternative that provided nearly comparable benefits while still resulting in a net savings to NORCOM of approximately $300,000.

In terms of challenges and future outlook, NORCOM joined with seven other King County 9-1-1 centers to work collaboratively on technology and regional planning. As NORCOM now begins to focus on a strategic plan for its future, it is essential that it work as a regional partner to assure continued success. The collaborative partnership of 9-1-1 centers proved to be a key catalyst for positive change in terms of 9-1-1 technology implementation and future regional governance.

Thomas R. Orr, Executive Director
NORCOM
MESSAGE FROM THE GOVERNING BOARD CHAIR

2014 has been a year of major progress. The settlement with New World Systems (NWS) provided the opportunity to move forward with technology upgrades, both with NWS for Police and with TriTech for Fire. At the same time, we have continued to meet key performance standards in responding to 911 calls.

NORCOM has taken a leadership role in the evaluation of the King County E911 budget and priorities. As a result, a reduction in E911 funding was avoided, a strong partnership among dispatch centers has been formed, and the conversation between the dispatch centers and the County has entered a new phase. NORCOM has also been active in the process to place a measure on the April 2015 ballot to replace the regional radio system.

I am proud of NORCOM’s accomplishments in the past year and our leadership in the region. As technology continues to evolve, NORCOM will continue to lead and be an active participant in regional efforts, while focusing on our core mission: “to provide high quality emergency service communications to the public for emergency medical services, fire and police.” That is only possible due to the hard work and dedication of NORCOM’s employees, the NORCOM Governing Board, and the support of all of NORCOM’s member agencies.

Kurt Triplett, City Manager
City of Kirkland

MESSAGE FROM THE TREASURER

NORCOM continues its track record of strong financial performance, including another clean audit, and is now on a more stable footing with the settlement of the New World Systems contract. The Finance Committee supports the Treasurer in the oversight of all financial records and reviews the budget, as well as providing support and expertise to the NORCOM Finance Manager. This process helps provide transparency and accountability in financial management to the Governing Board.

I was appointed as NORCOM’s first Treasurer and have seen the agency evolve from a concept to a reality. During this time, the agency has operated with financial excellence due to the hard work and commitment of staff, the Finance Committee, and the Governing Board. As I transition out of the Treasurer role, I want to thank all those who have worked so diligently to keep NORCOM financially strong.

Tracey Dunlap, Deputy City Manager
City of Kirkland
## Principal Representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>City/Department</th>
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<tbody>
<tr>
<td>Claudia Balducci</td>
<td>Mayor</td>
<td>City of Bellevue</td>
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<tr>
<td>Bruce Dodds</td>
<td>Councilmember</td>
<td>City of Clyde Hill</td>
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<tr>
<td>Bob Stowe</td>
<td>City Manager</td>
<td>City of Bothell</td>
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<tr>
<td>Jerry Smith</td>
<td>Commissioner</td>
<td>Duvall Fire Department</td>
</tr>
<tr>
<td>Eric Hollis</td>
<td>Commissioner</td>
<td>Fall City Fire Department</td>
</tr>
<tr>
<td>Alan Gothelf</td>
<td>Board Chair</td>
<td>Eastside Fire &amp; Rescue</td>
</tr>
<tr>
<td>Penny Sweet</td>
<td>Deputy Mayor</td>
<td>City of Kirkland</td>
</tr>
<tr>
<td>Bruce Bassett</td>
<td>Mayor</td>
<td>City of Mercer Island</td>
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<tr>
<td>Patrick Boyd</td>
<td>Mayor</td>
<td>City of Medina</td>
</tr>
<tr>
<td>Eric Adman</td>
<td>Board Chair</td>
<td>Northshore Fire Department</td>
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<tr>
<td>James Knisley</td>
<td>Chief</td>
<td>Skykomish Fire Department</td>
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<tr>
<td>Ken Callahan</td>
<td>Commissioner</td>
<td>Shoreline Fire Department</td>
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<tr>
<td>Bob Jeans</td>
<td>Councilmember</td>
<td>City of Snoqualmie</td>
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<tr>
<td>Tim Osgood</td>
<td>Board Chair</td>
<td>Woodinville Fire &amp; Rescue</td>
</tr>
<tr>
<td>Jay Wiseman</td>
<td>Fire Chief</td>
<td>Snoqualmie Pass Fire Department</td>
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GOVERNING BOARD REPRESENTATIVES

Brad Miyake
City Manager
City of Bellevue

Bob Van Horne
Fire Chief
City of Bothell

Bill Archer
Police Chief
City of Clyde Hill

Kurt Triplett
City Manager
City of Kirkland

Matt Cowan
Fire Chief
Shoreline Fire

Noel Treat
City Manager
City of Mercer Island

Bob Larson
City Administrator
City of Snoqualmie

David Burke
Fire Chief
Duvall Fire District #45

Jay Wiseman
Fire Chief
Snoqualmie Pass FD

Chris Connor
Fire Chief
Fire District 27

Jim Torpin
Fire Chief
Northshore FD

Michael Sauerwein
City Manager
City of Medina

Lee Soptich
Fire Chief
Eastside Fire & Rescue

Greg Ahearn
Deputy Fire Chief
Woodinville Fire & Rescue

James Knisley
Fire Chief
Skykomish
Fire District #50

JOINT OPERATING BOARD REPRESENTATIVES

FIRE OPERATIONS

Mark Risen
Interim Fire Chief
Bellevue FD

Wes Collins
Deputy Chief of Planning
Eastside Fire & Rescue

Steve Heitman
Fire Chief
Mercer Island FD

Tim Dahl
Assistant Chief
Shoreline FD

Mark Correira
Fire Chief
Snoqualmie FD

David Burke
Fire Chief
Duvall Fire District #45

Tommy Smith
Fire Chief
Redmond FD

Jim Roepke
Deputy Fire Chief
Bothell FD

James Knisley
Fire Chief
Skykomish FD #50

Greg Ahearn
Deputy Fire Chief
Woodinville Fire & Rescue

Jim Torpin
Fire Chief
Northshore FD

Chris Connor
Fire Chief
Fire District #27

Jay Wiseman
Fire Chief
Snoqualmie Pass FD

Helen Ahrens-Byington
Deputy Fire Chief
Kirkland FD

POLICE OPERATIONS

Mike Johnson
Deputy Chief
Bellevue PD

Bill Archer
Police Chief
Clyde Hill PD

Mike Ursino
Police Captain
Kirkland PD

Steve Burns
Police Chief
Medina PD

Ed Holmes
Police Chief
Mercer Island PD
NORCOM BACKGROUND

Public safety dispatch in northeast King County was characterized by extensive replication of administrative and operating structures within a relatively small geographic area. Prior to NORCOM’s formation, there were seven different police dispatch agencies (Bellevue, Issaquah, Bothell, Kirkland, Mercer Island, Redmond and the King County Sheriff’s Office) that served the area.

NORCOM’s formation in late 2007 and start of operation on July 1, 2009 consolidated the 9-1-1 call answering and emergency radio communications service previously provided by Bellevue, Kirkland, and Mercer Island police and established an experienced management team and operation with the sole mission of answering 9-1-1 calls and dispatching police, fire and EMS service providers in northeast King County.

STATEMENT OF OPERATING VALUES & PRINCIPALS

Prior to NORCOM’s formation, its Steering Committee prepared a Statement of Operating Values and Principles for the development and operation of a regional dispatch agency. In the spirit of those values and principles, the Steering Committee completed work on a Business and Services Plan and Technology Strategy that serve as the foundation for NORCOM’s operation. The key elements of this plan:

- Defined services to be provided;
- Recommended a governance model;
- Defined the relationship between subscribers to and owners of the regional agency, including a recommended fee structure;
- Described the appropriate model for the administration;
- Identified the location of the agency and the principles for a lease agreement;
- Quantified staffing levels and a cost estimate for implementation of the regional agency;
- Identified a technology strategy for completely integrated Computer-Aided Dispatch, Records Management, and Mobile technology for NORCOM;
- Identified start-up and transition costs associated with implementation;
- Prepared an Interlocal Agreement, By-Laws and Articles of Incorporation forming NORCOM; and
- Developed an implementation plan, including next steps and a recommended timeframe.

In 2010 NORCOM began the process of implementing performance measures by identifying what the priorities as a dispatch agency are and tying those priorities to the Operating Principals and Core Values that support the Mission.

MISSION

The core mission of NORCOM is to provide high quality emergency service communications to the public for emergency medical services, fire and police. NORCOM carries out this mission by receiving calls for service; dispatching resources in response to such calls; tracking and coordinating information flow and resources to assist responders; initiating records for all emergency events; and enhancing effectiveness, efficiency, coordination and interoperability of emergency service providers.
GOALS OF REGIONALIZED DISPATCH

LEVEL OF SERVICE
NORCOM is achieving a number of goals through the regionalization of dispatch services. First and foremost are the advances in communications among NORCOM’s participants that are made possible through a collaborative approach. Improved communications services depend on the collaboration of NORCOM’s member agencies. NORCOM’s operating services boards meet regularly to define and refine shared service protocols and to collaborate on level of service improvements. Response times are being enhanced because of the elimination of the transfer of Fire/EMS calls between dispatch agencies. Both police and fire services are developing their respective integrated records management systems (RMS), so that first responders will have real time access to regional information through a single records system. Member agencies are also realizing level of service improvements with the implementation of integrated Computer-Aided Dispatch (CAD), mobile, and RMS.

EFFICIENCY & COST AVOIDANCE
There are a number of efficiencies associated with regional dispatch. Rather than duplicating administrative structures and facilities at multiple dispatch centers, NORCOM allows for member agencies to realize economies of scale. NORCOM’s initial efficiencies were modest because fire dispatch operations were previously consolidated under a contract model. Over time, as NORCOM attracts additional partners, it is anticipated that the operations will become more cost-efficient.

Long-term cost avoidance is an important factor in regionalization. Emergency communications center and emergency service technology supporting fire and police is becoming increasingly complex and expensive to maintain and replace. By sharing the costs of technology among NORCOM’s partner agencies, regionalization eliminates the need to acquire and maintain multiple technology systems. Over the long-term, NORCOM’s partners avoid costs associated with technology replacement at multiple communications centers, and at each agency.

HIGHER DEGREE OF DECISION-MAKING & CONTROL
NORCOM offers its partner agencies a higher level of decision-making and control over dispatch functions. Under the NORCOM governance model, all participants have a voice and vote. The voting procedures give both the smaller and the larger jurisdictions the ability to meaningfully shape the operational and policy decisions made by NORCOM. Elected officials from each of the partner agencies also play an important oversight role for the organization.

GREATER CERTAINTY & ABILITY TO CONTROL COSTS
The NORCOM partnership model also offers its member jurisdictions greater certainty to determine the nature and cost of future dispatch operations. Absent NORCOM, the agencies that previously contracted with Bellevue and Kirkland for dispatch services would have paid higher contract costs without the ability to control the overall budget. This full cost recovery contract approach would have significant disadvantages – most notably higher costs without the decision-making control over operations and budget.
GOVERNANCE

The NORCOM governance model establishes NORCOM as a separate legal entity formed as a non-profit corporation whose members are public agencies and governed by a board on which all Principals are represented.

GOVERNANCE BOARDS & PRINCIPALS ASSEMBLY

The basic NORCOM structure is quite similar to many other multi-jurisdictional communications center operations. Specifically, there is a Governing Board on which all Principals participate, and which oversees the Agency’s policies and budgets. The Governing Board is composed of the Chief Executive Officer from each Member agency (i.e., City Manager of a city formed as a council-City Manager city; the Fire Chief of a Fire District; or in case of a “strong-mayor city,” the Mayor).

To provide oversight, each Principal has designated one member of its legislative body to represent it at the annual Principal’s Assembly. The purpose of the Assembly is to receive the Annual Report and to:

- Review the activities for the previous calendar year
- Present the work program and significant events for the upcoming calendar year
- Present a financial management report
- Report on performance benchmarks of NORCOM activities

Principal Assembly representatives advise the Governing Board on these issues.

In addition, there are two operational advisory boards—one for fire and EMS agencies, and a second for police agencies. On these Service Boards sit representatives from both “Principal” and “Subscriber” agencies. The Service Boards provide advice to the Governing Board and to the Executive Director of the agency. The two service boards meet regularly both separately, and together as a united Joint Operating Board.

VOTING

NORCOM’s significant financial and operational decisions require a Supermajority Vote, which means securing affirmative votes of: (1) not less than two-thirds of all Members of the Governing Board in number; and (2) not less than two-thirds of the Weighted Vote of all Members of the Governing Board. Supermajority vote decisions include approval of the annual budget and user fees and the addition of a new principal.

For routine operational decisions, the NORCOM Governing Board strives to operate by consensus. Otherwise (except for decisions that require a supermajority vote) all Board decisions require a simple majority vote for approval; unless a Governing Board Member, in advance of a vote, calls for a two-prong majority vote, in which case the item shall require a majority vote by number and a majority vote by weight for approval.
2014 was a year full of challenges and opportunities for NORCOM, with many achievements and accomplishments. Permanently established in 2013, the duties and responsibilities of the position of Deputy Director include the management and oversight of all day-to-day operational aspects of NORCOM with the exception of the Technology and Finance and Budget business units. The Deputy Director is responsible for the functions of Operations, Training, Human Resources, Accreditation, Facilities, Continuity of Operations, and Quality Assurance. The position has ten (10) direct reports.

OPERATIONAL HIGHLIGHTS

Call volume for 2014 remained fairly consistent as in prior years, with NORCOM dispatchers receiving 253,478 total calls (on all lines), resulting in 180,937 police calls, and 60,706 fire or medical calls (not every call is a billable call for service by definition). In contrast, the number of agency inquiries (a process by which an agency or citizen can lodge a complaint, or inquire as to why or how a certain response was managed), went down. In 2014, there were a total of 47 such inquiries, compared to 53 in 2013, 73 in 2012 and 125 in 2011. The reduction is, in part, due to the responsiveness of NORCOM’s training program, which addresses mistakes, anomalies or judgment issues in a variety of ways, all of which have proven effective.

Following through after a comprehensive assessment of the alpha-paging system in 2013, repairs, modifications, and replacements of end-of-life system components was completed in 2014. Going forward, annual inspections and preventive maintenance, repairs, and replacement of system components is budgeted and will follow a rigid schedule to ensure continuity of service.

The 911 call-receiving function failed for more than six (6) hours on April 9th, affecting NORCOM as well as 127 other PSAP’s in Washington State. The failure was the result of a third-party vendor (Intrado) server located in Colorado. NORCOM staff attended an After Action Briefing at Camp Murray and participated in a critique of the incident itself, as well as, contributing several critical observations regarding the (lack of) responsiveness of the vendor and Washington State E-911 Program Office. Intrado has taken corrective actions to prevent further outages. The FCC and the Washington State Utilities Transportation Committee conducted in-depth investigations of the outage which resulted in fines being assessed to Century Link and numerous recommendations for changes in infrastructure.

Selection processes for positions on NORCOM’s newly formed Telecommunicator Emergency Response Team (TERT) and Tactical Dispatch Team were completed in 2014. The TERT is a type of PSAP to PSAP mutual aid program whereby qualified telecommunicators may be deployed by Washington State to staff PSAP’s suffering from the effects of a natural disaster or other fate causing a lack of 911 center responsiveness. Much like other emergency response deployments initiated by FEMA or Washington State’s Office of Emergency Management, TERT deployments are eligible for reimbursement of costs such as overtime or backfill.
Our Tactical Dispatch Team consists of six (6) telecommunicators, each possessing significant experience, and completing the week-long training required for the position. This team has been deployed twice in the past four (4) months and serves as the “on-scene” dispatch component to Incident Command staff at large or complex incidents.

NORCOM passed the February 26, 2014 FBI/WSP ACCESS triennial audit with flying colors! (ACCESS is an acronym for A Central Computerized Enforcement Service System). ACCESS audits are designed to review each agency’s compliance to 71 individual requirements monitored and enforced by the FBI and Washington State Patrol. The audit looks at written procedures, policies, ACCESS training for staff as well as contractors, fingerprinting, backgrounding, and physical security and electronic media security, to name a few. Our audit identified one single item for correction — having to do with the use of an abbreviation that is not on the approved list — necessitating a simple fix. It is extremely rare for a triennial ACCESS audit to only find one minor item for correction. Perhaps the two auditors said it best with their statement that “[we] knocked their socks off”.

**PROMOTIONAL TESTING**
Three (3) telecommunicators successfully passed the Supervisor testing process in early summer and are on an eligibility list. Although there are no current vacancies in the supervisor rank, these three (3) candidates are called upon to serve in an “acting” capacity to cover short term vacancies caused by approved leave. NORCOM will conduct similar promotional processes on a yearly basis, the result of which will serve to provide an active eligibility list in the event there is an opening in the future.

**CONTRACT NEGOTIATIONS**
The labor agreement between NORCOM and the NORCOM Associated Guild expires in December 2015. Preparatory to negotiations, a three-day training in Interest Based Bargaining was conducted by Agreement Dynamics, a local company recognized for their experience and work in reaching mutually agreeable solutions while building and enhancing relationships. Negotiations will begin in early spring, with a goal of completing the agreement well before the expiration of the existing contract.

**OVERTIME BUDGET**
NORCOM began budgeting for and monitoring the cost of overtime in 2014 and the results were good. Overtime in 2014 was more than 50% less than in each of the previous three (3) years. There were two (2) significant contributors to this success. The first is the constant monitoring and adjusting of the shift schedule with an eye toward forecasting, and the second was the fact that NORCOM was fully staffed (at 62 FTE’s) for much of the budget year. 2015 appears to have started with the same positive result with respect to overtime management.

**The Work Ahead:**
- Text-to-911: To better assist the hearing impaired community and those callers in need of a silent means of communicating to 911, texting to PSAP’s via cell phones is on the near horizon. NORCOM will initiate a small team of telecommunicators and technical experts to conduct end-to-end testing of the text feature. NORCOM intends to satisfy the needs of these type callers and will do so in a comprehensive and well thought out manner.
- Conduct a promotional process to establish a standing eligibility list for the position of supervisor.
- Prepare for and effectively utilize, next generation 911 technology, as appropriate.
PUBLIC RECORDS and QUALITY ASSURANCE REVIEW

Agency Requests

In 2014, NORCOM responded to 1,293 requests for data, audio recordings, or computer aided dispatch (CAD) logs from participating and subscriber agencies, as well as surrounding law enforcement agencies, to include the King County Sheriff’s Office, Federal Bureau of Investigation, and various city police departments and/or city prosecutors.

Public Disclosure Requests

In 2014, NORCOM responded to 278 public disclosure requests. The complexity of these requests range from providing a single copy of a computer aided dispatch (CAD) log to more in-depth collation, review, and compiling of responsive records over the span of a few months.
Quality Assurance

NORCOM’s Quality Assurance Specialist reviews calls to ensure compliance with procedure, training, and expectations. In 2014, 814 quality assurance reviews were conducted on police, fire, and medical 911 calls.

Near the end of 2014, a committee was formed to look at overhauling NORCOM’s quality assurance program. The committee consisted of a Supervisor, the Quality Assurance Specialist, the Training Coordinator and a CTO. After months of work, the result was a new quality assurance process and an updated set of evaluation guidelines that are now applied consistently throughout NORCOM.

Telecommunicators follow the same standards from the time they are in training until years later when their calls are routinely reviewed for quality assurance. NORCOM has worked hard to ensure training, evaluation and quality assurance are consistent for all telecommunicators.

Prior to 2014, King County EMS had a requirement on the number of EMS calls reviewed by NORCOM each quarter. King County EMS now does their own internal review of NORCOM EMS calls and that requirement is no longer present. Because of this, along with having the Quality Assurance position vacant for a period during 2014, there were less QAs completed compared to past years. Moving forward, NORCOM will be reviewing 6 calls per telecommunicator each quarter.
NORCOM’s Training Division was able to apply increased focus toward Continuing Education in 2014 while maintaining its other core function of new hire training. This increased focus was made possible by a decrease in number of new hires which naturally reduced the quantity of new hire training. In 2014 NORCOM hired 6 new Telecommunicators, down from 15 in the previous year and an average of 19.5 per year since 2010. The reduction in new hires is partially because NORCOM reached full staffing for the first time in 2014 and partially because of a more competitive job market making it more difficult to attract new hires. The net result is only 11,192.96 hours spent toward new hire training, down 39.54% from 18,512.88 hours in 2013.

NEW HIRE TRAINING
NORCOM hired 6 Telecommunicators in 2014, each of which required 400 hours of classroom training covering such topics as geography, police and fire agency structure, police, fire and EMS call processing, stress management, liability, and technology. 80% (4 out of 5) of the new hires from 2014 completed their initial training and are now taking emergency calls on their own while the sixth, hired in December, is still completing their call receiving training. In addition, 80% (12 out of 15) of Telecommunicators working to complete all of their training, including police and fire radio training, did so in 2014, slightly down from 85% in 2013. This shows continued healthy retention of trainees since 2012 and up significantly from the mid-fifty percentile shown in 2010 and 2011.
While a reduction in number of new hires partially accounts for the 39.54% decrease in total hours allocated to new hire training, some of this reduction is also due to reduced time spent training each trainee and reduced time between training at each position. In 2014 number of training hours used per new hire trainee was down 8.93% and total training duration, including time spent between training assignments, was down 19.4%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Training Hours</th>
<th>Length in Days</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>499.31</td>
<td>408</td>
<td>84%</td>
</tr>
<tr>
<td>2010</td>
<td>701.33</td>
<td>551</td>
<td>56%</td>
</tr>
<tr>
<td>2011</td>
<td>541.78</td>
<td>480</td>
<td>58%</td>
</tr>
<tr>
<td>2012</td>
<td>670.58</td>
<td>525</td>
<td>88%</td>
</tr>
<tr>
<td>2013</td>
<td>771.37</td>
<td>556</td>
<td>92%</td>
</tr>
<tr>
<td>2014</td>
<td>702.54</td>
<td>477</td>
<td>85%</td>
</tr>
</tbody>
</table>

Morale among the training group continues to be high, partially brought on by new opportunities with Continuing Education Training. While 2 Communications Training Officers were removed from the group due to performance issues, no trainers resigned in 2014.

CONTINUING EDUCATION
As in previous years, each Telecommunicator was provided with approximately 7 hours of training from King County Emergency Medical Services which included online training on general Emergency Medical Dispatch Quality Improvement and CPR Quality Improvement and 4 hours of classroom time with emphasis on Quality Improvement and CVA/stroke symptoms.

In addition, the Weekly Reader program, implemented in 2013, provides weekly training on a topic of choice. Weekly Readers focus on the minutia of dispatching and are most often written by Telecommunicators themselves.

NORCOM Telecommunicators also have the option to receive voluntary training at the Criminal Justice
Training Commission, the King County E911 Headquarters, and the Crisis Clinic on topics such as interpersonal communications, dealing with stress, teamwork, and suicide intervention.

An increased focus on Continuing Education allowed the Training Division to design and implement new training programs to supplement existing curriculum.

In 2014 several training classes were brought directly to either Bellevue City Hall or NORCOM. While designed for dispatchers these classes were also offered to our police agencies and included training topics such as AMBER Alerts, the Legality of Cell Phone Location Tracing, the Guardian One Air Unit, and Disaster Incident Management. Police officers from Bellevue, Kirkland, and Mercer Island Police Departments attended the training along with NORCOM Telecommunicators and supervisors.

In addition, through collaboration between NORCOM’s operations supervisors, the Quality Assurance and Records Specialist, and the Training Division, a set of universal call handling standards were developed. These standards, for the first time, provide a universal grading system that can be applied to new hire trainees, Telecommunicators whose calls are being sampled for quality assurance, and for when supervisors monitor radio performance.

**SIMULATIONS**
Most significantly, the Training Division designed and implemented an ambitious High Risk/Low Frequency Simulation program. This new program provides Telecommunicators with a real time simulation of a significant event to be dispatched on the radio. Through the use of recordings and a specialized trainer serving as an actor, Telecommunicators navigate an unknown event that tests their skills in critical scenarios. Performance is tracked by a second trainer who provides feedback and training after the simulation. Each trainee either demonstrates each skill that is tested, or receives training if they do not.

The simulations are designed with input from NORCOM’s agencies to provide as much realism as possible. Two scenarios were designed. The first scenario was an Active Shooter incident including an officer down at Bellevue High School. The second scenario was a High Rise Structure Fire that included a mayday and abandonment tones. These scenarios were implemented not only for all NORCOM Telecommunicators and Supervisors, but also for NORCOM’s upper management and technical staff so that everyone could have a better understanding of what they were supporting. The fire scenario was also provided for personnel from Bellevue Fire and Eastside Fire and Rescue. Having agency incident commanders go through the simulations has been so successful that the Eastside Metro Training Group will begin to send a select number of their Battalion Chiefs through the training in 2015.

**MOVING FORWARD**
In 2015 NORCOM’s Training Division will continue to refine its new hire training program as it continues to adjust to hiring smaller groups of trainees more frequently. Continuing education programs will continue with an ambitious push to provide perhaps three or four simulations on an annual basis. The Training Division is also developing a program that will help better put a face to its partner agencies and show in a visual and unorthodox manner how NORCOM can better provide service to first responders.

In addition, NORCOM will attempt to create a Regional Training Group along with surrounding Dispatch Agencies in the hopes of creating a better awareness of best practices and more continuity in operations and training on a regional level.
ACCREDITATION, FACILITY & CONTINUITY OF OPERATIONS

The Accreditation, Facility, and Continuity of Operations position includes work in each of those elements as well as performance measurement, recognition, and support of the operations section.

CALL PROCESSING AND PERFORMANCE

Incoming calls may come to NORCOM through 911, a 7-digit emergency line, or business lines. NORCOM has consistently met or exceeded the 911 call answer standard as required by King County E9-1-1 (90% of 9-1-1 telephone calls will be answered within 10 seconds or less during each hour of a calendar quarter).

NORCOM’s average call answer time for 911 calls in 2014 was 98.47%. In an effort to ensure 911 and other emergency calls are answered quickly, NORCOM has established a secondary phone queue into which calls can be transferred after an initial screening by call receivers. Calls determined to be non-
emergency are transferred to this queue and answered by designated call receivers. During specific periods of high call volume (4th of July, storm activity, etc), NORCOM makes use of a “surge” queue into which all non-emergency calls related to that specific event are transferred. All NORCOM Telecommunicators are trained as emergency call receivers and secondary/surge calls are processed by members of the Telecommunicator team.

<table>
<thead>
<tr>
<th>2014</th>
<th>NORCOM Phone Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>911 Calls</td>
</tr>
<tr>
<td>January</td>
<td>12273</td>
</tr>
<tr>
<td>February</td>
<td>11539</td>
</tr>
<tr>
<td>March</td>
<td>12505</td>
</tr>
<tr>
<td>April</td>
<td>12399</td>
</tr>
<tr>
<td>May</td>
<td>14298</td>
</tr>
<tr>
<td>June</td>
<td>14080</td>
</tr>
<tr>
<td>July</td>
<td>15409</td>
</tr>
<tr>
<td>August</td>
<td>15030</td>
</tr>
<tr>
<td>September</td>
<td>13454</td>
</tr>
<tr>
<td>October</td>
<td>14385</td>
</tr>
<tr>
<td>November</td>
<td>12873</td>
</tr>
<tr>
<td>December</td>
<td>14064</td>
</tr>
<tr>
<td>Totals</td>
<td>162309</td>
</tr>
</tbody>
</table>

- 911 Calls = Landline, Wireless, & VoIP Calls
- 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 originate via 911 or 7 digit EMER, screened, determined to be non-emergency, and transferred to this queue
- Business = 425-577-5600 (officers, family members, etc.)
NORCOM follows standards developed by the King County E-911 office and the National Emergency Number Association (NENA). A major component of both standards focuses on whether 90% of 9-1-1 telephone calls are answered within 10 seconds or less. The King County standard requires 90% of 9-1-1 telephone calls to be answered within 10 seconds or less during each hour of a calendar quarter (barring major disasters or other extraordinary events). This standard must be met for King County 9-1-1 centers to receive a relatively small portion of E-911 taxes collected in King County. Because some of NORCOM’s funding is tied to the King County standard, NORCOM metrics are detailed in this report based on the King County Standard.

The NENA standard followed by most of the approximate 6,000 Public Safety Answering Points (PSAPs) in the United States sets a standard of 90% of 9-1-1 telephone calls to be answered within 10 seconds or less during the average busy hour.
CALL DISPATCHING
While callers are still speaking with call receivers, NORCOM dispatchers are notified of the call and information is relayed to field personnel. Calls are prioritized and dispatched to field personnel quickly with additional information provided as units are enroute. NORCOM uses computer-aided-dispatch (CAD) to track call and dispatch information. Calls requiring police and fire response can be processed and dispatched at the same time through the immediate access to information in the New World (for law enforcement) and TriTech (for fire agencies) CAD systems.

<table>
<thead>
<tr>
<th>2014 All Priority Police Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Bellevue PD</td>
</tr>
<tr>
<td>Clyde Hill PD</td>
</tr>
<tr>
<td>Kirkland PD</td>
</tr>
<tr>
<td>Medina PD</td>
</tr>
<tr>
<td>Mercer Island PD</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

** Calls without a unit dispatched include E911 Check Calls, Info Documentation/Broadcast. These are not billable calls for service.

Police Priority 1/Priority 2 Call Received to Call Dispatched (Goal <1 min) – 2014 Average = :56
Procedures for dispatch processes are established by NORCOM in conjunction with police & fire representatives through the Fire Service Board & Police Service Board. These boards have established service levels which NORCOM strives to maintain. Included in the chart above and below are incident volume and response time information.

### 2014 Priority 0-5 Fire Emergency & Non Emergency Calls

<table>
<thead>
<tr>
<th>Fire Department</th>
<th>Priority 0-4 CAD Incidents</th>
<th>Still Alarms</th>
<th>Priority 5 (NON-EMER) CAD Incidents</th>
<th>Total CAD Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue Fire</td>
<td>12311</td>
<td>236</td>
<td>1799</td>
<td>14346</td>
</tr>
<tr>
<td>Bothell Fire</td>
<td>4729</td>
<td>76</td>
<td>581</td>
<td>5386</td>
</tr>
<tr>
<td>Duvall Fire</td>
<td>679</td>
<td>63</td>
<td>105</td>
<td>847</td>
</tr>
<tr>
<td>Eastside Fire &amp; Rescue</td>
<td>7382</td>
<td>154</td>
<td>1064</td>
<td>8600</td>
</tr>
<tr>
<td>Fall City Fire</td>
<td>356</td>
<td>40</td>
<td>102</td>
<td>498</td>
</tr>
<tr>
<td>Kirkland Fire</td>
<td>6168</td>
<td>64</td>
<td>931</td>
<td>7163</td>
</tr>
<tr>
<td>Mercer Island Fire</td>
<td>1930</td>
<td>64</td>
<td>370</td>
<td>2364</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>2424</td>
<td>68</td>
<td>378</td>
<td>2870</td>
</tr>
<tr>
<td>Redmond Fire</td>
<td>6060</td>
<td>108</td>
<td>731</td>
<td>6899</td>
</tr>
<tr>
<td>Shoreline Fire</td>
<td>6569</td>
<td>89</td>
<td>814</td>
<td>7472</td>
</tr>
<tr>
<td>Skykomish Fire</td>
<td>230</td>
<td>24</td>
<td>12</td>
<td>266</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire</td>
<td>263</td>
<td>33</td>
<td>15</td>
<td>311</td>
</tr>
<tr>
<td>Snoqualmie Fire</td>
<td>752</td>
<td>32</td>
<td>79</td>
<td>863</td>
</tr>
<tr>
<td>Woodinville Fire</td>
<td>2418</td>
<td>76</td>
<td>327</td>
<td>2821</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>52271</strong></td>
<td><strong>1127</strong></td>
<td><strong>7308</strong></td>
<td><strong>60706</strong></td>
</tr>
</tbody>
</table>

% of Emergency Fire/EMS call received to call dispatched (Goal=90% in 60 seconds or less)

2014 Average = 88%

<table>
<thead>
<tr>
<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>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>89%</td>
<td>88%</td>
<td>90%</td>
<td>89%</td>
<td>88%</td>
<td>87%</td>
<td>87%</td>
<td>88%</td>
<td>89%</td>
<td>88%</td>
<td>90%</td>
<td>89%</td>
</tr>
</tbody>
</table>

% of Emergency Fire/EMS call received to call dispatched (Goal=99% in 90 seconds or less)

2014 Average = 97%

<table>
<thead>
<tr>
<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>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>96%</td>
<td>96%</td>
<td>96%</td>
<td>96%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
</tbody>
</table>
CAD Calls by Year Through 2014

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

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011*</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Total Calls (3 years)</th>
<th>3 Year Average of Police Calls</th>
<th>3 Year Average of All Calls (P/F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue PD</td>
<td>5482</td>
<td>7367</td>
<td>1413</td>
<td>5051</td>
<td>5889</td>
<td>16389</td>
<td>43.02%</td>
<td>29.12%</td>
</tr>
<tr>
<td>Clyde Hill PD</td>
<td>3075</td>
<td>2880</td>
<td>2829</td>
<td>2785</td>
<td>3089</td>
<td>9678</td>
<td>2.05%</td>
<td>1.42%</td>
</tr>
<tr>
<td>Kirkland PD</td>
<td>44863</td>
<td>52295</td>
<td>53787</td>
<td>55499</td>
<td>54993</td>
<td>172779</td>
<td>45.57%</td>
<td>30.22%</td>
</tr>
<tr>
<td>Medina PD</td>
<td>24244</td>
<td>2034</td>
<td>3070</td>
<td>4210</td>
<td>3930</td>
<td>10581</td>
<td>2.79%</td>
<td>1.93%</td>
</tr>
<tr>
<td>Mercer Island PD</td>
<td>11705</td>
<td>12035</td>
<td>12745</td>
<td>10830</td>
<td>14428</td>
<td>38002</td>
<td>9.61%</td>
<td>6.67%</td>
</tr>
<tr>
<td>Police Total**</td>
<td>126506</td>
<td>154562</td>
<td>137166</td>
<td>128350</td>
<td>139197</td>
<td>395811</td>
<td>100.00%</td>
<td>69.37%</td>
</tr>
</tbody>
</table>

** Police Calls include only calls with a unit dispatched on them (2014 data updated June 2014 to show only calls with unit assigned)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Total Calls (3 years)</th>
<th>3 Year Average of Fire Calls</th>
<th>2 Year Average of All Calls (P/F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue Fire</td>
<td>13141</td>
<td>12852</td>
<td>13357</td>
<td>13487</td>
<td>14246</td>
<td>41150</td>
<td>23.59%</td>
<td>7.23%</td>
</tr>
<tr>
<td>Bothell Fire</td>
<td>4456</td>
<td>4243</td>
<td>4513</td>
<td>4747</td>
<td>5386</td>
<td>14646</td>
<td>6.33%</td>
<td>2.57%</td>
</tr>
<tr>
<td>Duvall Fire</td>
<td>801</td>
<td>739</td>
<td>776</td>
<td>772</td>
<td>847</td>
<td>2355</td>
<td>1.37%</td>
<td>0.42%</td>
</tr>
<tr>
<td>Eastside Fire</td>
<td>7948</td>
<td>7651</td>
<td>8127</td>
<td>8286</td>
<td>8600</td>
<td>25013</td>
<td>14.33%</td>
<td>4.38%</td>
</tr>
<tr>
<td>Fall City Fire</td>
<td>480</td>
<td>416</td>
<td>505</td>
<td>457</td>
<td>499</td>
<td>1660</td>
<td>0.84%</td>
<td>0.26%</td>
</tr>
<tr>
<td>Kirkland Fire</td>
<td>6323</td>
<td>6510</td>
<td>6998</td>
<td>6554</td>
<td>7163</td>
<td>21013</td>
<td>12.04%</td>
<td>3.65%</td>
</tr>
<tr>
<td>Mercer Island Fire</td>
<td>22424</td>
<td>2120</td>
<td>2193</td>
<td>2104</td>
<td>2164</td>
<td>6621</td>
<td>3.73%</td>
<td>1.16%</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>2866</td>
<td>2514</td>
<td>2802</td>
<td>2831</td>
<td>2870</td>
<td>8503</td>
<td>4.87%</td>
<td>1.49%</td>
</tr>
<tr>
<td>Redmond Fire</td>
<td>6598</td>
<td>6150</td>
<td>6342</td>
<td>6138</td>
<td>6589</td>
<td>18559</td>
<td>11.20%</td>
<td>3.43%</td>
</tr>
<tr>
<td>Shoreline Fire</td>
<td>6730</td>
<td>6295</td>
<td>6798</td>
<td>6837</td>
<td>7472</td>
<td>23078</td>
<td>12.07%</td>
<td>3.70%</td>
</tr>
<tr>
<td>Skykomish Fire</td>
<td>828</td>
<td>280</td>
<td>295</td>
<td>274</td>
<td>266</td>
<td>825</td>
<td>0.45%</td>
<td>0.15%</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire</td>
<td>226</td>
<td>278</td>
<td>311</td>
<td>305</td>
<td>311</td>
<td>927</td>
<td>0.53%</td>
<td>0.16%</td>
</tr>
<tr>
<td>Snoqualmie Fire</td>
<td>801</td>
<td>776</td>
<td>802</td>
<td>905</td>
<td>863</td>
<td>2571</td>
<td>1.47%</td>
<td>0.45%</td>
</tr>
<tr>
<td>Woodinville Fire</td>
<td>3262</td>
<td>3019</td>
<td>2963</td>
<td>2990</td>
<td>2821</td>
<td>8774</td>
<td>5.03%</td>
<td>1.54%</td>
</tr>
<tr>
<td>Fire Total**</td>
<td>56225</td>
<td>53715</td>
<td>56713</td>
<td>57168</td>
<td>60706</td>
<td>174587</td>
<td>100.00%</td>
<td>30.63%</td>
</tr>
</tbody>
</table>

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

* 2011 includes calls entered into New World & TriTech - some overlap exists.
ACCREDITATION
NORCOM withdrew from the CALEA Accreditation process in 2012. The agency will be moving forward with accreditation in 2016. In the interim, the AFC Manager is involved in Standard Operating Procedure (SOP) review with keen attention to CALEA requirements.

FACILITY
Facility issues are routed through the AFC Manager. This has included malfunctioning light bulbs, leaks, sink clogs, and other miscellaneous facility related items. NORCOM converted a storage room to a file room in 2014 to allow for secure retention of documents. In addition, NORCOM worked with the City of Bellevue to design a Deputy Director office in the existing Team Supervisor office space and create more sound protection in the Executive Director and current Deputy Director offices. This work was agreed to in 2014 and will be completed in 2015.

NORCOM has started to look at capacity in terms of call volume and dispatching as well as structure. A Capacity & Workload study is in progress and will be used to help guide the exploration into space needs. The AFC Manager will be involved with gathering needed information related to this project.

CONTINUITY OF OPERATIONS
Continuity of Operations is an effort to ensure that essential functions continue to be performed during a range of emergencies. Establishing NORCOM’s essential functions is the first step towards ensuring that those functions can be continued throughout, or resumed rapidly after, a disruption of normal activities. Evacuation planning is part of a Continuity of Operations Plan. NORCOM has completed a first draft of a Continuity of Operations Manual and will be working over the next year to clarify the essential functions and determine how best to maintain operations should an emergent event occur.
The Human Resources Business Unit is comprised of a Human Resources Administrator. This business unit is responsible for a wide scope of work that includes:

- Recruitment, selection and promotional processes
- Coaching and guidance provided to Management staff regarding employee relations
- Research and interpretation as it relates to Standard Operating Policies and the contractual bargaining agreements
- Policy development and modifications
- Review and tracking of all employee evaluations
- Compensation studies
- Grievance and investigation tracking
- Protected leave administration
- Position description development/modifications and job task analysis
- Gathering of data and analysis of resulting metrics as they relate to HR function

The work of the Human Resources Business Unit reflects both an emphasis on the overall needs of NORCOM personnel: the human side; and an objective measurement of that work through a variety of metrics: the business side.

The Human Resources Business Unit continues to emphasize NORCOM’s cultural values: C.A.R.E.S (Cooperative, Accountable, Respectful, Excellent, Supportive) and makes every effort to reflect these values in the day-to-day interactions with NORCOM personnel and outside contacts. This business unit is responsible for a unique collection of deliverables that range from initial contacts with applicants, selection processes and on-boarding, to the continuing attention to personnel throughout their NORCOM career.

2014 was a busy year. The HR business unit was restructured, with a reduction in staff from an HR Manager and HR Generalist to a HR Administrator. The restructuring prompted a thorough look at all HR processes and procedures. This work is expected to continue through 2015, as the HR Administrator works with the management team and directors to streamline tasks, while staying mindful of and compliant with applicable laws and regulations.

A number of selection and promotional processes were conducted, for both internal and external candidates. These processes were conducted for the Operations and Technology business units, including one Team Supervisor process (promotional opportunities); one CTO process (promotional opportunities); one Quality Assurance and Public Records Specialist process (promotional opportunity); ongoing Telecommunicator processes, one Member of Technical Services (MTS) - Systems Administrator and the Information Technology Director.

There are several committees that interface with the work of this unit including: the Health and Wellness Committee and the Activities Committee. The HR Administrator participates in these meetings and provides
An abbreviated list of projects and activities overseen by these committees include:

- Biggest Loser
- Red Light/ Green Light Challenge
- Adopted families for the holidays, both Thanksgiving and Christmas
- The “Hammy” food drive – a summer time food drive that includes a friendly competition with Issaquah Police Department Dispatch and Valley Com; NORCOM was the winner of the coveted Hammy Award this year, collecting 1,209 contributions
- National Night Out

The Human Resources business unit organizes and participates in other venues that continue to reach in to the communities we serve. Some of those activities include career fairs, individual work with students from local universities, bus advertisements, and Open Recruitment Night.

**KEY ACCOMPLISHMENTS**

- Recruitment, selection, and on-boarding for total of 6 new Call Receivers participating in 3 academies during 2014
- Full staffing achieved for telecommunicators from January to October.
- Selection process for an eligibility list for team supervisor. Three employees qualified.
- Conducted the CTO selection process for employees interested in becoming trainers, two employees were selected.
- Worked with two outside coaches for the further development of NORCOM personnel in a range of areas including communications skills training and transition to supervisor.
- Transition from two HR employees to one, creating new opportunities for flexibility and efficiency in the business unit.

**HUMAN RESOURCES BUSINESS UNIT METRICS:**

*Retention Metrics:*

<table>
<thead>
<tr>
<th>Department</th>
<th>Actual Jan-14</th>
<th>Actual Feb-14</th>
<th>Actual Mar-14</th>
<th>Actual Apr-14</th>
<th>Actual May-14</th>
<th>Actual Jun-14</th>
<th>Actual Jul-14</th>
<th>Actual Aug-14</th>
<th>Actual Sep-14</th>
<th>Actual Oct-14</th>
<th>Actual Nov-14</th>
<th>Actual Dec-14</th>
<th>Average # Down</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>(Authorized 9 FTE's)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisors</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>42</td>
</tr>
<tr>
<td>(Authorized 7 FTE's)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>(Authorized 10 FTE's)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommunicator</td>
<td>62</td>
<td>60</td>
<td>61</td>
<td>61</td>
<td>62</td>
<td>62</td>
<td>62</td>
<td>62</td>
<td>60.75</td>
<td>58.75</td>
<td>57.75</td>
<td>56.75</td>
<td>0</td>
</tr>
<tr>
<td>(<em>Authorized 60 FTE's</em>)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Summary of Authorized FTE's:

#### Telecommunicator Authorized FTE's vs. Actual FTE's

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Headcount</th>
<th>Authorized FTE's</th>
<th>% of Authorized FTE's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>55.66</td>
<td>66</td>
<td>84.34%</td>
</tr>
<tr>
<td>2010</td>
<td>58.16</td>
<td>69</td>
<td>84.29%</td>
</tr>
<tr>
<td>2011</td>
<td>59</td>
<td>72</td>
<td>81.94%</td>
</tr>
<tr>
<td>2012</td>
<td>58.39</td>
<td>72 (Jan-Mar) → 70 (Apr-Dec)</td>
<td>81.09% → 83.41%</td>
</tr>
<tr>
<td>2013</td>
<td>58.5</td>
<td>60</td>
<td>97.50%</td>
</tr>
<tr>
<td>2014</td>
<td>60.42</td>
<td>60</td>
<td>100.69%</td>
</tr>
<tr>
<td>Overall Average</td>
<td>58.05</td>
<td>N/A</td>
<td>88.38%</td>
</tr>
</tbody>
</table>

### Turnover Metrics:

#### Telecommunicator Workgroup

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

#### Organizational

<table>
<thead>
<tr>
<th>Calculating the Average Turnover Rate</th>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>A total number of employees at the highest staffing level for that year</td>
<td>81</td>
<td>91</td>
<td>87</td>
<td>81</td>
<td>86</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>B Number of new hires that failed to complete the probationary period</td>
<td>5</td>
<td>11</td>
<td>17</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>C Number of experienced employees who left for any reason</td>
<td>4</td>
<td>18</td>
<td>5</td>
<td>19</td>
<td>5</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>D Turnover Rate (Turnover = B + C / A)</td>
<td>11.11%</td>
<td>31.86%</td>
<td>25.28%</td>
<td>28.39%</td>
<td>8.13%</td>
<td>12.64%</td>
<td></td>
</tr>
<tr>
<td>E Retention Rate (Retention = 1 - Turnover) x 100</td>
<td>88.89%</td>
<td>68.14%</td>
<td>74.72%</td>
<td>71.61%</td>
<td>91.87%</td>
<td>87.36%</td>
<td></td>
</tr>
</tbody>
</table>
**Hiring & Testing Metrics:**
Recruitment and selection for the position of Telecommunicator was conducted for Call Receiver Academies as needed. Since the Telecommunicator position was at full staffing for most of the year, recruitment activities were slowed in comparison to years past. 2014 was the first year NORCOM utilized the services of Public Safety Testing (PST) for preliminary testing of Telecommunicator applicants. Many applicants do not complete the NORCOM application until after they know they passed the initial tests. This is one reason NORCOM sees less applicants than in years past, when the first steps of testing were all completed in-house.

The Telecommunicator position is a very time intensive selection process. In 2014, we had 196 applicants who completed the following number of tests and evaluations:

- 196 applications received
- 105 passed written exam and typing test through Public Safety Testing
- 43 passed Split-Ear/ Multi-Task test
- 38 passed preliminary interviews – successful candidates go on to:
  - Suitability Assessment through Public Safety Testing
  - One hour site visit
  - A complete background investigation
  - Polygraph examination
  - Psychological evaluations
  - Final interview

Post offer, candidates take a physical that includes an audiogram and drug test and are fingerprinted. This is a rigorous selection process that has resulted in successful academies.

**Exit Interview Metrics:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>*Pursue School</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Pursue Another Field</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>*Pursue Another Communications Center</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>*Working Conditions</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Stay at Home</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Moving</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>*Retired</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>*Family/Personal</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Voluntary Quits</td>
<td>4</td>
<td>18</td>
<td>5</td>
<td>19</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Terminations</td>
<td>5</td>
<td>11</td>
<td>17</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Discontinuation of Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
FINANCE

The Finance Business Unit provides fiduciary support to other business units and has primary responsibility for day-to-day management of NORCOM’s financial assets and resources including budget monitoring, accounts payable, payroll, accounts receivable, investments, and fixed assets. Additionally, the Finance Business Unit oversees the development of the annual budget, prepares the annual financial statements, coordinates employee benefits, centralized services, and risk management.

NORCOM is required to file financial statements each year with the Washington State Auditor’s office and is subject to annual audits. The financial statements of NORCOM are prepared in conformity with generally accepted accounting principles (GAAP) as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles.

HEALTH BENEFITS COMMITTEE

A Health Benefits Committee was formed in 2013 to study the options for NORCOM’s benefits as the rates in the past few years had increased by as much as 40%. The committee was tasked with researching options and the impact to changing benefit plans.

Over the course of 2013 and into 2014, the group spoke with 4 different healthcare brokers or trusts. They researched the impacts of the Affordable Health Care Act and Health Care Reform. They provided a survey to employees to determine what our employees valued in a healthcare plan and what they ranked as the most important aspect of their health benefits package. After analyzing the different plans based on premium risk, ease of administration, and value to the employees, the recommendation to move to the Association of Washington Cities (AWC) Benefit Trust was made to, and accepted by, the Executive Director. In April 2014, the Governing Board approved Resolution 71 authorizing membership in the AWC Trust, resulting in approximately $500,000 annual savings for benefit costs. The transition to AWC was completed in July 2014 and the Health Benefits committee transitioned to the Health and Wellness Committee to begin the process of developing a wellness program with the goal of receiving a Well City Award in 2017.

USER FEE STUDY

In late 2013, a Request for Proposal was released for a User Fee Policy Review and Analysis. The contract was awarded to ADCOMM Engineering. ADCOMM presented their final report in June 2014, which consisted of an overview of NORCOM’s current User Fee Model, Impacts to changing the current model, issues that will impact future funding formulas, and three different options for funding formulas.

NORCOM’s current formula is defined in the Inter-local Agreement; however it can be changed as part of the budget process. The current model identifies all expenditures and splits them 50/50 between police and fire agencies before allocating costs to the Participants based on calls for service. Changing the formula will have impacts to our users, both positive and negative, depending on when the change is
made, the implementation process and the size of the agency. Issues that may impact future funding models are related to using two CAD systems and the impacts to staff, and the technology Service Level Agreements that are being developed.

The three approaches to user fees presented were the Calls for Service Distribution model, where fees are based solely on the number of calls an agency generates; the Functional Distribution model, which takes into consideration Calls for Service and staff distribution for functions performed (call-taking, police dispatch, fire dispatch and police data); and the Service Metric Distribution model, which uses both Calls for Service and staff distribution, but also includes agency population and commissioned officers as a metric.

After analyzing each option for sustainability, predictability, understandability, equity, and administrative ease, the Functional Distribution model was determined to be the best option based on the criteria. As part of the 2016 budget process the Governing Board has requested NORCOM provide a comparative analysis to determine if this model should be adopted in 2017.

### 2014 EXPENDITURES

The 2014 Budget was approved with an increase of 3.93% in the operating funds. Continued staffing analysis using the APCO Retains formula supported a reduction of 5 FTE’s in 2014. For the first time, overtime was added to the budget to offset the reduction in FTE’s. That coupled with the increase in benefit costs resulted in a net increase of 9.6% to Personnel Services. Other areas in the operating budget reduced to offset the increase in Personnel Services were Professional Contracts, Software Maintenance, Network Maintenance and the contribution to Equipment Replacement. NORCOM ended 2014 within budget and is now in the process of determining how unspent funds from 2014 should be applied in 2015. Once the most important areas of need are identified, the Governing Board will be presented with a proposal to amend the 2015 budget. The graph below shows the 2014 Budget vs. Actual broken down by major category.

Expenditures by category are displayed below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>8,216,381</td>
</tr>
<tr>
<td>Maintenance/Operations</td>
<td>2,508,729</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>1,171,203</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 11,896,313</strong></td>
</tr>
</tbody>
</table>
Actual expenditures for Salaries & Operations were 12% less than budgeted and can be attributed to three main areas; a deferred payment on a software maintenance contract ($388,160) until the software company fixed several problems within the software, several vacant positions in the Information Technology department ($198,580), and savings from the transition to AWC for medical benefits ($308,000).

**OVERTIME BY DEPARTMENT**

The overtime hours logged by each department eligible to earn overtime is displayed in the chart.

![Overtime by Department Chart]

Telecommunicator overtime saw a drastic reduction in 2014. Operations were fully staffed for most of the year and 97% of them were released at the Call Receiver Position, while 91% were released to work more than one position. The overtime listed above equates to approximately 4 FTE’s, a reduction from 2013 (OT equivalent to 7.5 FTE’s).

**COMMUNICATIONS STAFFING MODEL AND NET AVAILABLE WORK HOURS**

Staffing levels are continually analyzed for the Communications Business Unit. The analysis uses detailed payroll information for each Telecommunicator to determine the number of Net Available Work Hours a Telecommunicator is available.

The charts below follow the APCO Retains methodology to determine Net Available Work Hours for 2014. When applied to NORCOM’s staffing model, 25 Call Receivers and 36 Dispatchers are required to cover NORCOM’s current positions. This is a decrease from 28 Call Receivers and 40 Dispatchers in 2013.
Net Available Work Hours (NAWH) increased in 2014 for both Call Receivers; from 1,243 to 1,429, and Dispatchers; from 1,283 to 1,420. This was due to being fully staffed and having a majority of Telecommunicators trained and available to work at most positions.

**BUDGET BY PROGRAM**

With the implementation of the new financial system, NORCOM is now able to track expenses by program. In the chart below, each program of the operating budget that expenses can be directly attributed to is presented. This method allows for better tracking of the services NORCOM offers and the cost of those services.
CAPITAL PROJECTS – Integrated Communications & Records Management (ICRM) Project

The Capital Projects Fund was created to track projects lasting more than a year. The Integrated Communications and Records Management (ICRM) project began in 2008 with an initial budget of $5,065 million, and was scheduled to be completed in 2010.

Due to setbacks in the development of critical software, a professional services contract for project management was signed with Online Business Systems (OBS) in 2012 and NORCOM restructured management and oversight of the ICRM project. A Steering Committee was formed to help with project decisions and direction and the Governing Board authorized the Executive Director to enter into an agreement with Foster Pepper for special counsel to support NORCOM.

Late in 2012, NORCOM initiated dispute resolution with New World Systems with respect to delays in delivery of the software, as well as defects in the software that has been delivered. The contract provides for dispute resolution in such instances. Dispute resolution took place in 2013 and was unsuccessful. Mediation was scheduled in Detroit, Michigan on March 3, 2014. Although both parties left mediation without an agreement, a Mediators Agreement was approved by the Governing Board in April, and in June the Board approved the Settlement Agreement and Third Amendment to the New World Systems Contract. On July 24, 2014, NORCOM received a payment of $850,000 from New World Systems as part of the Settlement Agreement signed June 16, 2014.

As a result of the delivery delays and defects, the NORCOM Governing Board engaged in a strategic reassessment of the entire project. Online Business Systems conducted an Alternative Strategies Assessment (ASA) in an effort to assist NORCOM in identifying a new roadmap for the ICRM project. The result of the ASA acknowledged the viability of a new path for Fire Computer Aided Dispatch (CAD), mobile and Records Management System (RMS), instead of the original Integrated CAD/Mobile/RMS that was to be shared with Police. The ICRM vendor, New World Systems, proposed a change in contract whereby New World Systems would no longer be the provider for the Fire portion of the ICRM system. Since that time, NORCOM and New World Systems have been working towards this model.
This change from an integrated Police/Fire CAD/Mobile/RMS system to two separate tracks has prompted reorganization within the ICRM program, new stakeholder groups, and a new method for identifying and approving projects.

The ICRM program is now defined as a collection of several projects that have related goals and shared resources. Projects are identified within the new Fire and Police Stakeholder groups and presented to the Executive Director, IT Director, IT Program Manager and Finance Manager for prioritization based on available personnel and funding resources.

The chart below shows what has been spent to date on ICRM projects and the amount remaining on the New World Systems contract and the TriTech Mobile contract at the end of 2014. Of the $450,510 remaining, $274,509 is for Police; $176,000 is for the 2013 SSMA payment that will be paid to New World once all P1 and P2 issues have been resolved.

<table>
<thead>
<tr>
<th>New World Systems Contract</th>
<th>Spent to Date</th>
<th>Increase from Change Orders</th>
<th>Remaining Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 $521,072</td>
<td></td>
<td>$2,927,902</td>
<td></td>
</tr>
<tr>
<td>2009 $972,809</td>
<td></td>
<td>$1,955,093</td>
<td></td>
</tr>
<tr>
<td>2010 $830,976</td>
<td>$155,702</td>
<td>$1,279,819</td>
<td></td>
</tr>
<tr>
<td>2011 $712,174</td>
<td>$381,966</td>
<td>$925,020</td>
<td></td>
</tr>
<tr>
<td>2012 $-</td>
<td>$-</td>
<td>$925,020</td>
<td></td>
</tr>
<tr>
<td>2013 $-</td>
<td>$-</td>
<td>$925,020</td>
<td></td>
</tr>
<tr>
<td>2014 $312,990</td>
<td>$-</td>
<td>$450,510</td>
<td></td>
</tr>
<tr>
<td><strong>Total Spent at 12/31/14</strong></td>
<td><strong>$3,350,021</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TriTech Mobile Contract</th>
<th>Spent to Date</th>
<th>Increase from Change Orders</th>
<th>Remaining Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 $282,745</td>
<td>$-</td>
<td>$77,888</td>
<td></td>
</tr>
<tr>
<td><strong>Total Spent at 12/31/14</strong></td>
<td><strong>$282,745</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
At the end of 2014, $8.5 million was budgeted and $7.7 million has been spent.

**NET POSITION & CAPITAL ASSETS**

NORCOM’s Net Position at the end of 2014 is $9.6 million. The largest portion of NORCOM’s Net Position is invested in Capital Assets. Capital Equipment Reserves ($1,209,218), Operating Expense Reserve ($112,745), and the Rate Stabilization Fund ($421,329) equal 18% of the Net Position. 16% of Net Position is designated for the Integrated Communications & Record Management Project. The breakdown of NORCOM’s Net Position is depicted in the graph below.

A summary of NORCOM’s Capital Assets at December 31, 2014 is shown below:
BUDGET TO FORECAST COMPARISON

Ever mindful of the economic situation, the NORCOM team always looks toward the future to identify service levels and customer needs, while focusing on efficiency and cost savings. Below is are charts that compare the Business and Services 10 year outlook to NORCOM’s actual budget for the last 6 years for Outside Revenue, Budgeted Assessments, and Budgeted Expenditures.

<table>
<thead>
<tr>
<th></th>
<th>Beginning Balance as of 1/1/2014</th>
<th>Additions</th>
<th>Deletions</th>
<th>Ending Balance as of 12/31/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Assets, not being depreciated:</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Work in progress</td>
<td>$ 3,737,318</td>
<td>$ 256,125</td>
<td>($848,486)</td>
<td>$ 3,144,957</td>
</tr>
<tr>
<td>Capital assets, being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Machinery and Equipment</td>
<td>4,012,167</td>
<td>547,722</td>
<td>($27,452)</td>
<td>4,532,438</td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>(2,312,399)</td>
<td>(532,044)</td>
<td>24,661</td>
<td>(2,819,783)</td>
</tr>
<tr>
<td>Capital Assets, being depreciated net</td>
<td>$ 1,699,768</td>
<td>$ 15,678</td>
<td>($2,791)</td>
<td>$ 1,712,655</td>
</tr>
<tr>
<td>Total Capital Assets, net</td>
<td>$ 5,437,085</td>
<td>$ 271,803</td>
<td>($851,276)</td>
<td>$ 4,857,612</td>
</tr>
</tbody>
</table>
SMOOTHING & IMPACT TO USER FEES

During the formation stages of NORCOM it was found that Bellevue was subsidizing the dispatch operation and many agencies would not be able to afford the full cost of doing business. Bellevue agreed to a fixed dollar amount ($5.5 million) paid over a period of 7 years (Smoothing Period), allocated 30% to police and 70% to fire, and applied to agency fees based on their call volume. The amount Bellevue pays, known as “smoothing”, decreases each year. The chart below shows the amount of smoothing to be allocated in each year.

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</tr>
</thead>
<tbody>
<tr>
<td>Bellevue</td>
<td>575,000</td>
<td>1,177,500</td>
<td>996,000</td>
<td>832,000</td>
<td>694,500</td>
<td>580,000</td>
<td>484,500</td>
<td>220,500</td>
<td>5,500,000</td>
</tr>
<tr>
<td>Smoothing - Police - 30%</td>
<td>172,500</td>
<td>335,250</td>
<td>298,800</td>
<td>249,600</td>
<td>208,350</td>
<td>174,000</td>
<td>145,350</td>
<td>66,150</td>
<td></td>
</tr>
<tr>
<td>Smoothing - Fire - 70%</td>
<td>402,500</td>
<td>782,250</td>
<td>697,200</td>
<td>582,400</td>
<td>486,150</td>
<td>406,000</td>
<td>339,150</td>
<td>154,350</td>
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</tr>
</tbody>
</table>

The following depicts an estimate of the smoothing allocation for each agency in the years to come:

<table>
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<tbody>
<tr>
<td>Credit Police</td>
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<tr>
<td>Bellevue</td>
<td>$345,053</td>
<td>$335,250</td>
<td>$298,800</td>
<td>$249,600</td>
<td>$208,350</td>
<td>$174,000</td>
<td>$145,350</td>
<td>$66,150</td>
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<tr>
<td>Clyde Hill</td>
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<tr>
<td>Medina</td>
<td>(21,969)</td>
<td>(22,168)</td>
<td>(16,345)</td>
<td>(5,724)</td>
<td>(5,514)</td>
<td>(5,075)</td>
<td>(5,093)</td>
<td>(2,318)</td>
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<tr>
<td>Mercer Island</td>
<td>(72,875)</td>
<td>(71,968)</td>
<td>(64,635)</td>
<td>(34,512)</td>
<td>(37,302)</td>
<td>(28,633)</td>
<td>(22,597)</td>
<td>(10,284)</td>
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<tr>
<td>Credit Fire</td>
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<tr>
<td>Bellevue</td>
<td>$805,124</td>
<td>$782,250</td>
<td>$697,200</td>
<td>$582,400</td>
<td>$486,150</td>
<td>$406,000</td>
<td>$339,150</td>
<td>$154,350</td>
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<tr>
<td>Bothell</td>
<td>(71,015)</td>
<td>(72,161)</td>
<td>(66,573)</td>
<td>(53,747)</td>
<td>(45,234)</td>
<td>(37,970)</td>
<td>(35,653)</td>
<td>(16,226)</td>
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<tr>
<td>Eastside Fire &amp; Rescue</td>
<td>(136,133)</td>
<td>(140,254)</td>
<td>(129,225)</td>
<td>(99,849)</td>
<td>(82,745)</td>
<td>(69,776)</td>
<td>(58,621)</td>
<td>(26,679)</td>
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<tr>
<td>KCFD # 27 Fall City</td>
<td>(11,341)</td>
<td>(10,202)</td>
<td>(8,003)</td>
<td>(5,987)</td>
<td>(4,689)</td>
<td>(4,129)</td>
<td>(3,316)</td>
<td>(1,509)</td>
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<tr>
<td>KCFD # 45 Duvall</td>
<td>(14,979)</td>
<td>(14,758)</td>
<td>(13,589)</td>
<td>(10,234)</td>
<td>(8,018)</td>
<td>(6,482)</td>
<td>(5,325)</td>
<td>(2,423)</td>
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<tr>
<td>KCFD # 50 Skykomish</td>
<td>(5,092)</td>
<td>(5,415)</td>
<td>(5,063)</td>
<td>(3,314)</td>
<td>(2,484)</td>
<td>(2,068)</td>
<td>(1,585)</td>
<td>(721)</td>
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<tr>
<td>Kirkland</td>
<td>(110,564)</td>
<td>(109,126)</td>
<td>(97,654)</td>
<td>(81,915)</td>
<td>(67,908)</td>
<td>(59,966)</td>
<td>(49,654)</td>
<td>(22,598)</td>
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<tr>
<td>Mercer Island</td>
<td>(34,613)</td>
<td>(36,287)</td>
<td>(34,430)</td>
<td>(27,959)</td>
<td>(23,499)</td>
<td>(16,944)</td>
<td>(15,508)</td>
<td>(7,058)</td>
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<tr>
<td>Northshore Fire</td>
<td>(50,396)</td>
<td>(50,871)</td>
<td>(44,115)</td>
<td>(34,838)</td>
<td>(28,220)</td>
<td>(23,031)</td>
<td>(19,013)</td>
<td>(8,653)</td>
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<tr>
<td>Snoqualmie</td>
<td>(12,569)</td>
<td>(12,220)</td>
<td>(11,172)</td>
<td>(9,942)</td>
<td>(8,381)</td>
<td>(6,853)</td>
<td>(5,976)</td>
<td>(2,720)</td>
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</tr>
<tr>
<td>Snoqualmie Pass Fire &amp; Rescue</td>
<td>(4,852)</td>
<td>(4,531)</td>
<td>(3,740)</td>
<td>(3,175)</td>
<td>(2,798)</td>
<td>(2,778)</td>
<td>(2,299)</td>
<td>(1,028)</td>
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</tbody>
</table>

BILLABLE CALLS FOR SERVICE

The participating agencies provide the majority of operating revenue to NORCOM. The method of allocating this revenue source is defined in the Interlocal Agreement, Appendix A. NORCOM’s budget is allocated into two separate cost pools – 50% of the operating budget is allocated to police and 50% of the operating budget is allocated to fire. The 50/50 split was determined by an average of two factors – the staffing allocated to each Charged Operation (Police or Fire) and the volume of calls attributed to each Charged Operation.

The annual average Billable Calls for Service are determined based on the number of Billable Calls for Service for the Charged Operation over the two-year historical Call Calculation Period. The Call Calculation period is defined at the first calendar quarter of the preceding budget year, and the 7 calendar quarters preceding that.
The percentages are applied to the current approved budget, less revenue from all other sources.

Subscriber User Fees are calculated at 106% of the User Fee that an agency would pay if it were a Principal.

Data consistent with business plan assumptions was used to determine cost allocations for the 2009 budget year. In 2008, until NORCOM went live in July of 2009, Calls for Service data was not available consistent with the ILA definition; mutual aid calls were counted and Advance Life Support (ALS) calls were charged to each agency involved in the call. After a year of significant analysis, the Governing Board approved Resolution 30 in June of 2010 amending the Calls for Service definition using the “one call, one bill” philosophy.

**OTHER REVENUE**

The King County E-9-1-1 office collects excise taxes for wireline, wireless, and VoIP services. All Public Safety Answering Points (PSAP) in King County receive quarterly distributions from the King County E-9-1-1 office if call answering standards set by the office are met. These funds are used to help offset the cost of operations and are transferred to the operating fund as needed.

The distribution for the last three years is summarized in the chart to the right.

E-9-1-1 revenues have decreased due to the outdated wireline formula used to determine NORCOM’s portion. Over the years, phone usage has evolved from primarily wireline to primarily wireless service. This significant change has negatively impacted the way E-9-1-1 revenue is distributed.
COST PER CALL

Beginning with the 2012 Annual Report, NORCOM began reporting on a national metric known as “Cost Per Call”. This phrase is a term of art and must be distinguished from what is commonly referred to at NORCOM as “Cost Per Call”. Historically, NORCOM has used this phrase to refer to the Costs Billed to Agencies for Dispatched Calls.

The national metric of “Cost Per Call” or CPC is quite different and quite important particularly for evaluating center performance vis-à-vis other similar centers. CPC is a common measure of operational efficiency that is used throughout the spectrum of call centers from small to large. This metric also is commonly used to compare one center to another in benchmarking. CPC can simply be a labor cost per call, or it can be a fully loaded rate that includes wage rates in addition to telecommunications, facilities, and other costs.

In determining how to calculate CPC, it is critical to define the variables used and to use them consistently in conducting comparisons with other centers or in evaluating how well the center is using financial resources over time. Although each center will have different equipment and software, each center is providing the same basic service. CPC therefore provides a measure of how efficient that center vis-à-vis other centers is with respect to its staffing as well as its maintenance and operations. Monitoring cost per call allows management to determine where to spend valuable funds on technology and process improvement, and to spot trends that necessitate further inquiry and action.

Distinction between Total Call Volume and individual Call Types

In order to be an effective measure of call center efficiency, CPC must account for the total volume of calls handled by a communications center. As with all primary emergency communication centers, NORCOM handles a mix of emergency 9-1-1 calls and non-emergency calls. Call takers triage all these calls and route them according to established protocols and procedures. Thus, the use of total calls for CPC analysis is the best means to capture the entire call center workload and is therefore the most appropriate measure to include in CPC calculations as opposed to a focus on just 9-1-1 calls or just non-emergency calls. Singling out only one type of call does not provide a full assessment of a call center’s performance over time and does not provide for a full comparison to the entire operations of other centers. That said, NORCOM also analyses CPC for 9-1-1 calls as a secondary facet of its CPC analysis.

Distinction between “Cost per Call for Service” and “Cost Per Call”

As mentioned in the opening paragraph on this topic, CPC must be distinguished from methodologies by which many multi-agency communication centers bill for their services. Often, such centers bill agencies based on “Calls for Service” or “Calls Dispatched” (the terms “calls for service” and “calls dispatched” are not always synonymous). In addition, all types of call centers report the number of “Calls for Service” or “Calls Dispatched” to the agencies they serve for those agencies’ use in their own reporting and analysis. Unfortunately, unlike CPC, there is no common agreement or universally accepted definition of what constitutes a “Call for Service.” For example, some centers define “Calls for Service” to be the sum total of all CAD entries made in response to 9-1-1 calls, traffic stops by police officers, and on-view incidents by police officers. Other centers may not include all these categories or may include other categories. For centers that both bill on a “Calls for Service” basis and also monitor performance and conduct comparative analysis based on “CPC,” it is important not to confuse the two or misunderstand the basic differences between them and their correct application.
A key point is that “Calls for Service” are not a valid basis to conduct comparative analysis between call centers because of the lack of uniformity in how a call for service is defined.

In 2014, NORCOM Telecommunicators handled 316,664 calls. Budgeted operating expenditures in were $11,192,001; therefore, NORCOM’s CPC for 2014 was $33.05.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Total Expenditures</td>
<td>$10,664,946</td>
<td>$10,977,408</td>
<td>$10,740,449</td>
<td>$11,192,001</td>
</tr>
<tr>
<td>Total Workload Calls</td>
<td>406,285</td>
<td>374,436</td>
<td>316,657</td>
<td>338,664</td>
</tr>
<tr>
<td>Cost per Call</td>
<td>$26.25</td>
<td>$29.32</td>
<td>$33.92</td>
<td>$33.05</td>
</tr>
</tbody>
</table>

NORCOM is working toward identifying cost centers for communications, administration and information technology services in order to better define CPC for the communications center. The 2011-2014 operating budget reported above is for NORCOM as a whole and includes all cost centers.

**2014 ACCOMPLISHMENTS**

- Worked with consultant to analyze User Fee structure and provided recommendations for future User Fee Structure options;
- Worked with Health Insurance Benefits advisory committee to evaluate health insurance options resulting in a decision to join the Association of Washington Cities Employee Benefit Trust;
- Participated in TriTech Fire CAD Mobile contract negotiations to provide mobile product to fire agencies;
- Trained business unit managers to better understand the new finance system and improved access to their financial information;

**2015 INITIATIVES**

- Monitor the operational needs of both police and fire/EMS stakeholders and the impacts of the staffing model that has been adopted and funded in the operations budget.
- Continue work with Information Technology, Technology Committee, and Finance Committee to develop and implement Service Level Agreements between the agencies and NORCOM.
- Work with Police and Fire Stakeholder groups and Information Technology to create a six-year Joint Integrated Prioritized Tasking List.
- Review Purchasing Policy and update as needed.
- Continue to track Net Available Work Hours for Telecommunicators.
Introduction
NORCOM’s Information Technology (IT) unit provides technology support, services and solutions to its 9-1-1 Communication Center and participating Police, Fire and Emergency Medical Service agencies. The past two years have been focused on maturing the IT business unit. 2014 efforts were focused on strategic planning for infrastructure, project work, standardizing processes, documentation, procedures, and improving communication.

NORCOM IT takes pride in partnering with and servicing its agencies by implementing and supporting business driven technologies. IT services, processes and communications are driven by its Mission Statement and Goals:

IT Mission Statement
The Information Technology mission is to deliver technology solutions and services to meet the needs of our Communications Center, Police agencies, Fire agencies and internal business units.

Our goals are to:
- Exceed the expectations of our customers.
- Improve efficiencies through automation and the application of new technology.
- Provide responsive and proactive services to our public safety community.
- Continually improve on our quality of support, technical skills, processes and documentation.
- Collaborate with other public safety entities to provide additional value to our agencies and citizens.

Services and Support
IT supports NORCOM’s business units, 14 fire agencies and 5 police agencies. Support is provided through daily operations, new project implementations and maintenance of its infrastructure and systems. IT is responsible for a broad range of technologies and systems to support everything from the receipt of a 9-1-1 call down to the Records Management Systems. Some of these systems are the 9-1-1 phone systems, two Computer Aided Dispatch (CAD) systems, Police and Fire mobile data computers (MDCs), Police and Fire Records Management Systems, Corrections, Fire Station Alerting, radios, pagers, recordings and numerous interfaces. All critical systems have 24/7/365 IT support.

Law enforcement, fire and medical services are rarely served in a silo; therefore, IT works closely with outside agencies on regional projects and committees to further support its Communications Center, Fire and Police agencies.
<table>
<thead>
<tr>
<th>IT Service</th>
<th>Service Description</th>
<th>Percentage of Support Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Help Desk</strong></td>
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<tr>
<td>Agency Support</td>
<td>End user support of NORCOM based software applications and related hardware.</td>
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<tr>
<td>Application Maintenance &amp; Support</td>
<td>Upgrade, maintenance, and support of applications and interfaces for Communications, Police, Fire and NORCOM administration.</td>
<td></td>
</tr>
<tr>
<td>Mobile Computer Hardware</td>
<td>Support relating to mobile data computers (MDC) in Police and Fire vehicles.</td>
<td>21%</td>
</tr>
<tr>
<td>Fire Alerting</td>
<td>Support relating to Location and Paging.</td>
<td></td>
</tr>
<tr>
<td>Police Alerting</td>
<td>Support for Paging.</td>
<td></td>
</tr>
<tr>
<td>Reporting</td>
<td>Agency special report requests.</td>
<td></td>
</tr>
<tr>
<td>Public Disclosure</td>
<td>Public disclosure data gathering.</td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructure and System Administration</strong></td>
<td></td>
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</tr>
<tr>
<td>Network/Server</td>
<td>Network &amp; Server infrastructure support and maintenance.</td>
<td>10%</td>
</tr>
<tr>
<td>Telephony</td>
<td>Phone Systems and related technologies.</td>
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<tr>
<td>Radio Infrastructure</td>
<td>Radio support for Fire, Police and Dispatch.</td>
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<tr>
<td><strong>GIS Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GIS Maintenance and Services</td>
<td>Support and maintenance of GIS data, layers and maps. GIS service requests.</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Projects</strong></td>
<td></td>
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</tr>
<tr>
<td>Projects</td>
<td>Projects supporting NORCOM and its Police and Fire agencies.</td>
<td>33%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>Non-project meetings, training, vacation, general tasks, etc.</td>
<td>31%</td>
</tr>
</tbody>
</table>
2014 Accomplishments and Highlights

- Completed the ACCESS Technical Security Audit with 100% compliancy.
- Service level tracking in NOTIS with a 99% compliance rate -- performance measures based on the draft of the Service Level Agreement incorporated in the rate study analysis.
- Replaced the fire station Locution Client PC's, Programmable Logic Controllers (PLC) and uninterruptible power supply (UPS) units at 51 fire stations.
- Implemented CopLogic, an online citizen police reporting program that enables citizens to file police reports online for selected types of crime.
- Upgraded the Telestaff server.
- Deployed a new File Sharing server.
- Upgraded the VMWare servers.
- A new robust test environment was built with repurposed equipment allowing for greater security and isolation from the production environment.
- Built a TriTech test environment to test new software builds and to provide users an environment for which to train and test against.
- Successfully deployed an ArcGIS server for mapping applications and the capability to share geographic information system (GIS) resources, i.e. maps, data, address locators and geodatabases.
- Updated CAD WebView to use our internal ArcGIS server for mapping providing users the most current street and address data for agency response areas.
- Created a mobile-optimized version of CAD WebView to provide greater flexibility in accessing information.
- Consolidated and upgraded the NetMotion servers.
- Implemented a new Fire Mobile software system, TriTech Inform Fire Mobile.
- Replaced MDCs for Kirkland PD, Medina PD and Kirkland Fire.
- Implemented 2 Factor Authentication for NORCOM Admin and Technical Staff.
- Implemented an organization wide upgrade to Office 2010/2013.
- Implemented an Inmate Tracking and Barcoding hardware for the Kirkland Jail.
- Completed a comprehensive update to Zone 1 GIS hydrants and building footprints. NORCOM worked with local jurisdictions, fire agencies and water purveyors to obtain the latest GIS data.
- Worked with King County INET to create a backup Internet connection at our Redmond satellite center.
- Deployed a Microsoft Windows Update Server (SUS) for central management of Windows patches.
- Deployed a Windows Deployment Server (WDS) to centrally store and deploy workstation and server operating system images.
- Improved documentation standards with the development of forms and templates, a central repository for sharing information and a process for keeping the information up-to-date.
- Standardized several policies such as Communication of Outages, Time and Stat Reporting and more.
- Incorporated several changes to our Help Desk software in response to user survey feedback.
Project Management
In 2014 NORCOM IT spent 33% of its focus towards Project related activities. Two members of the team were designated as Police and Fire line of business managers, received additional Project Management training and were tasked with tackling the multitude of projects our Agencies endeavor to implement. NORCOM IT currently has over 80 active projects spanning a 3+ year time horizon.

For the last 6 months of 2014, the following charts breaks down IT Project time:

Help Desk
For day to day Issues and Requests, NORCOM IT currently supports:
- 1600+ end users
- 250 Police and Fire mobile data computers
- 806 Registered users in NOTIS
- 75+ NORCOM Desktop and Laptops

Users are able to submit issues and requests to NORCOM IT via phone, email or website, which we then track using NOTIS (NORCOM Online Ticket Issue System).

In 2014 there were 2,995 new tickets opened / submitted, which was a 10% decrease compared to 2013. The number of tickets closed in 2014 was 3,113 tickets, or 103% of the number submitted.

The NOTIS system was revamped mid-year to incorporate feedback from our user satisfaction survey. Results of the survey led to less confusing menus, additional ways to report issues and drastically cut down the amount of emails people received. In addition, the NOTIS restructure was in preparation for eventual implementation of a service level agreement. Although a service level agreement has not yet been adopted, IT staff have started working and measuring against the performance measures outlined in the draft Service Level Agreement.

2014 June - December Help Desk Statistics:

<table>
<thead>
<tr>
<th>NOTIS Ticket Types</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issues</td>
<td>60%</td>
</tr>
<tr>
<td>Requests</td>
<td>39%</td>
</tr>
<tr>
<td>Maintenance</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NOTIS Tickets by Priority</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Critical</td>
<td>0.2%</td>
</tr>
<tr>
<td>2 - Major</td>
<td>1.9%</td>
</tr>
<tr>
<td>3 - Important</td>
<td>25.8%</td>
</tr>
<tr>
<td>4 - Desirable</td>
<td>68.8%</td>
</tr>
<tr>
<td>5 - Low Impact Low Urgency</td>
<td>1.4%</td>
</tr>
<tr>
<td>Non-SLA</td>
<td>1.9%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Draft SLA Compliance</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRUE</td>
<td>99%</td>
</tr>
<tr>
<td>FALSE</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Geographic Information Systems
Geographic Information System (GIS) data plays a critical part in the processing of 9-1-1 calls as the response starts with both the location of the incident and the available units. NORCOM GIS is committed to providing the most
accurate GIS data possible to ensure that our first responders arrive at their call destinations in the timeliest manner possible. To accomplish this, NORCOM GIS works closely with our cities GIS and permitting departments, as well as regional agencies to obtain and incorporate the most up-to-date GIS data.

NORCOM matches its address data against the King County E-911 address database to measure GIS data accuracy. For the Police service area, the match rate is 99.6% and the Fire service area has a 95.6% match rate. A 2015 project to consolidate and use one geo-database for both CAD systems will bring the Fire service areas match rate to 99.6%.

Some interesting facts:

- GIS currently supports and maintains geographic datasets for two CAD systems
- Total Address points maintained: approx. 600,000
- Total road miles in NORCOM Boundary: approx. 4,000
- Total road miles: approximately 8,000
- Total number of map layer datasets maintained: 25

Police Services

- Total unique address points: 77,265
- Total square miles: 62
- Total road miles: 1048
Fire Services

- Total unique address points: 220,787
- Total square miles: 620
- Total road miles: 3,668

Staffing

The IT business unit is authorized for 10 full-time employees that support, manage, maintain the day-to-day operational needs of its public safety users and the systems they use as well as to manage, implement and support new projects. The Information Technology Manager position was reclassified to Information Technology Director and will be filled in 2015.
Memberships and Committees

IT participates in a number of committees and memberships to collaborate with agencies and stay informed with what is happening in the region. This is in alignment with our goal to “collaborate with other public safety entities to provide additional value to our agencies and citizens.” A few are listed below.

- Community Connectivity Consortium. The Consortium coordinates, acquires, operates and manages the sharing and building of regional fiber connectivity between government agencies, hospitals, schools, universities and PSAPs.
- King County E-911 Technical/IT/Map Users’ Group.
- Public Safety Technology Committee (PSTC) Fiber/Wireless Subcommittee. This subcommittee is the single interface between the participating cities and SERS in developing/discussing fiber connectivity between King and Snohomish counties.
- Puget Sound Regional Interoperability Executive Committee (PSR-IEC) Committee. The PSR-IEC is a three county organization chartered by the UASI Core Group to plan improvements to public safety communications networks in the UASI area.
- PSAP CAD Interoperability Subcommittee
- New World Northwest Regional Users Group.
- New World Mobile Advisory Group.
- New World Law Enforcement Records Advisory Group.

2015 IT Initiatives

- Replace the End-of-Life EMC Storage Area Network (SAN).
- Upgrade New World software suite from 10.0 to 10.2.
- Replace 43 TriTech dispatch computers that are at end of life and on an unsupported operating system. The computer replacement fulfills the hardware requirement needed for the next Fire CAD system upgrade.
- Implementation of Fire preplans in mobile data computers.
- Major TriTech CAD upgrade.
- Build interfaces for the TriTech test environment to allow for end-to-end testing in new versions of software.
- Implement Intrusion Detection and Prevention appliance.
- Eastside Fire and Rescue mobile data computer Replacement.
- Bellevue Fire mobile data computer Replacement.
- Redmond Fire mobile data computer Replacement.
- Logging Radio Replacement.
- Kirkland Police Inmate Query web site.
- Zoll Fire RMS major upgrade.
- Consolidate two CAD geo-databases to provide data consistency between the Police and Fire CAD systems and to streamline the maintenance of the GIS data.
- Disaster recovery planning.
- Continue development a security program.
- Continue development of the Project Management Program.
- Continue to work with NORCOM Fire agencies in the development and implementation of a Fire RMS Strategy.
- Continue to review, develop and institute policies and procedures.
Overall in 2014, the Integrated Communications and Records Management (ICRM) Program realized some successes amongst a vast number of challenges. Highlights of the year include:

- New World Systems (NWS) Settlement Agreement and amended Contract
- Spring 2014 TriTech CAD Test Environment
- Summer 2014 Bellevue Police NWS Field Reporting
- Fall 2014 TriTech Fire Mobile Implementation
- Joint Prioritization Process
- Active Project Status
- Projected resolution rate of problems associated with NWS and delivery of software fixes

**New World Systems (NWS) Settlement Agreement and amended Contract**

In Spring of 2014, a NORCOM team travelled to Detroit, Michigan for a mediation session with NWS. The result was a draft Settlement Agreement and revised Contract that went through a process of negotiation and iterations to outline and document the terms of settlement, as well as amend the Contract to remove the terms regarding software modules and requirements related to the Fire line of business; and more clearly define categorization and resolution timelines of software issues.

**Spring 2014 TriTech CAD Test Environment**

The objective of this project was to provide a more complete and robust environment for testing enhancements, bugs, or configuration changes to TriTech CAD system; as well as providing the Test environment necessary for the TriTech Fire Mobile Implementation. This project involved working closely with TriTech to clearly understand technical specifications and develop an infrastructure design that would provide a sufficiently sustainable shelf-life for future TriTech CAD and Fire Mobile projects.

**Summer 2014 Bellevue Police NWS Field Reporting**

The objective of this project was to deploy NWS Field Reporting capability to Bellevue Police Department. NORCOM’s role was to support Bellevue Police in terms of providing sufficient Test and Training environments as well as providing technical support during the phased deployments to Bellevue Police Officers over the course of several months.

**Fall 2014 TriTech Fire Mobile Implementation**

The objective of this project was to implement TriTech Mobile CAD to all of NORCOM’s Fire Agency Partners. This complex project spanned the entirety of 2014, from wrapping up contract negotiations early in the year, coordinated planning with TriTech in the Spring, building sustainable infrastructure and preparing for Testing in the Summer, to a Fall Pilot Deployment and subsequent phased deployments to the remaining agencies. This critical project addressed a long-standing need to NORCOM’s Fire Partners in terms of providing a Mobile CAD with modern capabilities.

**Joint Prioritization process**
In 2013, the Fire and Police Stakeholder Groups identified and prioritized all of their respective ICRM and other major projects. This prioritization process also included NORCOM IT projects as these projects were also supported by the same resources supporting the Police and Fire projects in addition to supporting the day-to-day activities required to keep NORCOM operational. The results of the Joint Prioritization process was a 2-year Strategic Project Plan — presented in the following lists.

The Fire projects that are currently included in the 2-year plan are as follows:

- Fire Mobile-CAD Solution Selection – Complete
- TriTech CAD Test Environment – Complete
- Fire Mobile-CAD Implementation – Complete
- TriTech CAD Upgrade – In Progress
- Fire RMS Strategy – On Hold

The Police projects that are currently included in the 2-year plan are as follows:

- Police CAD Stabilization – On Hold
- 10.x GA Upgrade – In Progress
- Fill in RMS Gaps
- Bellevue Field Reporting – Complete
- LINX Interface – On Hold

The Stakeholder Groups will continue to identify, prioritize, and provide oversight to major projects and initiatives as projects on the 2-year plan are completed and their business needs evolve.

**Active Project Status**

At the end of 2014, the active ICRM projects included Fire CAD Upgrade and Police 10.x GA Upgrade.

- Fire CAD Upgrade – Immediately following the TriTech Fire Mobile Implementation Project, NORCOM began conversations with TriTech begin planning out the Fire CAD Upgrade. This complex project is targeted for completion in early Q3 2015 and will have a number of interdependencies and constraints. The key constraint is the expiration of Microsoft support in 2015 for a key infrastructure component required for NORCOM’s current version of the TriTech CAD system.
- Police 10.x GA Upgrade – As a result of the Settlement Agreement and amended Contract, the 10.x Upgrade project resumed in the summer of 2014. NWS delivered software, which went through NORCOM’s standard software testing process that identified a number of software issues requiring resolution prior to targeting deployment. NWS delivered a resolution build (version 10.2 SP3) in December 2014 and the deployment of NWS version has been scheduled for deployment during the first quarter 2015 – pending satisfactory testing results. Once the project completes, Police CAD Stabilization will continue as any remaining software issues causing instability are resolved.
NORCOM has established an Employee Recognition Committee to determine and coordinate methods for recognition of all team members.

**5 Years of Service Awards**

NORCOM began operations on July 1, 2009. There were a number of personnel who became NORCOM employees as their previous agencies were discontinuing providing emergency communications services. Without these initial employees, NORCOM could not have succeeded. Six of those honored were in NORCOM’s initial hire groups in 2009. They took a leap of faith joining this new agency. We honor both groups for their 5 years of service and for being the first of the NORCOM staff to take emergency, dispatch police & fire units, troubleshoot and install our technology, supervise our personnel, and manage the many business units of our agency. THANK YOU!

Not all of our team members were able to attend board meetings for presentations. Coins and certificates were presented later to them.

A 5 year recognition coin was presented to those reaching this milestone!
2013 Annual Awards

In April 2014, Annual Awards were presented at the Principal’s Assembly/Governing Board meeting. Those awards included the following:

2013 Emergency Medical Dispatchers of the Year
Megan Hestir – EMS Incident
Ethan Trimble – Sustained Performance

2013 Telecommunicator of the Year
Josh Randall

2013 Supervisor of the Year
Sandy Hogue

2013 Admin Employee of the Year
Heather Wong

2013 IT Employee of the Year
Ed Whitford

2013 Edison Award Winner (Innovation)
Melissa Crawford
Members of the Employee Recognition Cross Team accepting the 2013 Team Award in April 2013
Pictured (left to right): Tom Orr (Presenter), Sandy Hogue, Becky McCracken, Heather Wong, Katy Gilbert, Gwen Pilo, Ed Whitford, Deanna Carkeek.
Not pictured: Traci Caligiuri, Heather Facer

2014 Employees of the Quarter

Throughout 2014, recognition cards were received for NORCOM team members. These came from fellow NORCOM personnel as well as participating agency personnel. Employees of the Quarter were selected from those recognition cards. The 2014 Employees of the Quarter were recognized at Governing Board and Joint Operations Board meetings.

1st Quarter
Heather Wong - Administration
Sandy Hogue – Supervisor
Krystal McCoy - Telecommunicator

2nd Quarter
Nathan Way - Technology
Amanda Kolling - Supervisor
Linda McLaurin - Telecommunicator
Marla Smithhisler – Administration

3rd Quarter
Zeb Middleton – Technology
Josh Baker – Supervisor
Nick Curry - Telecommunicator
Heather Wong - Administration

4th Quarter
Nathan Way - Technology
Katy Gilbert – Supervisor
Melissa Vieth – Telecommunicator
Charlene Inman - Administration
5 Year Celebration!

NORCOM began operations on July 1, 2009. In early July of 2014 NORCOM celebrated 5 Years of operation with a full day picnic across the street from NORCOM at the Bravern Gardens. This brought together on and off duty NORCOM team members and their families as well as participating agency personnel. Congratulations on 5 years!
2014 Annual Awards

Annual awards for 2014 will be presented at the 2015 Principal’s Assembly/Governing Board meeting. Those awards include the following:

**King County Emergency Medical Services**

Emergency Medical Dispatchers of the Year

- Angel Francois – Sustained Exemplary Performance
- Margaux Lallas – Exemplary Handling of a Critical Incident

**Edison Award for Innovation**

- Roky Louie
  - Training Coordinator

**NORCOM Employees of the Year**

- Jessica Cannon – Telecommunicator
- Josh Baker – Supervisor
- Zeb Middleton – IT
- Charlene Inman – Admin

**NORCOM Team Award**

*TriTech Mobile Upgrade Implementation Team*

From left: Khai Tran, Pete Luke, Ketan Vyas, Karen Furuya, Zeb Middleton, Ed Whitford

Not Pictured: Victor Lohr (Online Business Systems) & Ken Knott (Mercer Island Fire Department)
Appreciation Days

NORCOM recognizes team members from multiple business units throughout the year. National Public Safety Telecommunicator Appreciation Week in April, Tech Team Appreciation Day in July, Supervisor Appreciation Day in October, and Administrative Staff Appreciation Day in April. These events include a small gift and a meal.
Call Type Recognition

NORCOM Telecommunicators are trained to provide pre-arrival instructions for a variety of incident types including childbirth and CPR.

King County Emergency Medical Services provides Lifesaver Coins for call receivers who provide CPR instructions over the phone contributing to patients surviving that critical event. 20 NORCOM call receivers received this recognition for calls received in 2014.

When call receivers provide instructions to aid in childbirth over the phone, they are recognized with a Stork pin and certificate. Five Call Receivers were recognized for the roll they played in delivering a baby over the phone in 2014. The parents of the baby also receive a special bib and congratulatory card from NORCOM.

Lifesaver Awards
From left: Mike Mandella (presenter)
Josh Baker, Melissa Mullen
Dan Castiglione, Megan Hestir

Thank you from The Lucas Family
August 16, 2015 Shoreline Fire area

Lifesaver Award
Jessica Cannon

Deputy Director Mike Mandella
Presenting Stork Pin to Amanda Coggins
March 9, 2015

NORCOM Governing Board and Principals:

On February 26, 2015, the NORCOM Joint Operating Board reviewed and approved the Proposed 2016 Budget Policy as submitted by NORCOM Finance Manager, Gwen Pilo, on behalf of NORCOM Executive Director, Tom Orr. This process is consistent with the provisions of the ILA, which require NORCOM to provide a proposed budget policy to the Principals each year for their approval.

The NORCOM Joint Operating Board recommends to the Governing Board approval and adoption of the Proposed 2016 Budget Policy as set forth by NORCOM and subsequently approved by the Joint Operating Board.

Respectfully Submitted,

Michael Johnson
Deputy Chief of Police
Bellevue Police Department
NORCOM Joint Operating Board Chair
February 26, 2015

Joint Operating Board members:

Consistent with the NORCOM Interlocal Agreement the 2016 Budget Policies have been developed and are attached for your final review. We will be prepared for discussion and recommendation at the February meeting of the Joint Operating Board with the recommendations forwarded to the Governing Board at the March meeting.

The budget process is linked to the adopted business plan that served as the foundation for the formation of NORCOM. The assumptions identified in that business plan serve as guidance for the development of the 2016 operating budget utilizing the 2016 Budget Policies.

NORCOM budget policy development starts with an understanding of basic service levels and issues impacting operations. Performance Measurement will also drive funding decisions in the 2016 budget process.

It is the responsibility of the Joint Operations Board to recommend and present these budget principles to the Governing Board in March and Principles Assembly in April and we are looking forward to working with you to that end.

Regards,

Gwen Pilo
Finance Manager, NORCOM
NORCOM’s budget process is part of an overall policy framework that guides the services and functions of the agency. The budget serves a key role by allocating financial resources to the programs, which implement NORCOM’s mission and core values. The budget also establishes financial policies to influence the availability of future resources that continue to carry out NORCOM’s mission and core values.

Budget Policy development involves several steps. NORCOM budget policy starts with an understanding of service levels and issues impacting operations. Late in 2010 NORCOM implemented a performance measurement system in order to better assess organizational costs and effectiveness. NORCOM’s management team continues to evaluate performance measures to determine issues impacting 2016 operating priorities and the level of funding for each. Funding levels for each agency is then determined based on average call volume over a two year period. Budget policies are statements that describe how financial resources will be obtained, allocated, managed, and controlled.

NORCOM’s mission statement and core values are the broad policy statements that outline the objectives of the Governing Board. Budget objectives are policy statements summarizing the actions that are to be implemented in the budget.

Financial Management Policies

The following policies will guide the manner in which NORCOM develops, allocates, manages and controls financial resources available to the agency. These policies are the goals that the Governing Board seeks to achieve in its decision making and most are documented in NORCOM’s Standard Operating Procedures.
However, since fiscal conditions and circumstances continually shift and change in response to operating needs, it may not be practical or always desirable to continually achieve these policies. Therefore, these policies are intended to guide, not govern, financial decision making and may not be fully achieved within any budget period.

**General Financial Goals**

- To provide a financial base sufficient to sustain consistent high quality emergency service communications to the public for emergency medical services, fire and police by receiving calls for service; dispatching resources, tracking and coordinating information flow and resources, initiating records for all emergency events, and enhancing effectiveness, efficiency, coordination and interoperability of emergency service providers.

- To be able to withstand local and regional economic hardships sustained by our participating and subscribing agencies and adjust to changes in their service level requirements.

**Operating Budget Policies**

- The operating budget is NORCOM’s comprehensive financial plan which provides for the level of services prescribed in the Approved Business Plan (2006) including additional services or new programs as approved in subsequent years. A new budget will be adopted every year as a result of a comprehensive process incorporating any newly approved programs, inflationary increases, and other expenses. New programs will be analyzed by the Executive Director and Finance Manager before being presented to the Joint Operating Board for their analysis and review and, if approved, incorporated into the budget. No “one-time” expenses will be carried forward into subsequent budgets without specific authority.

- NORCOM defines a balanced budget as current annual revenues (including fund balances) being equal to or greater than current annual expenditures.

- All current operating expenditures will be paid from current revenues and cash carried over from the prior year. Current revenues and operating
expenditures will be reviewed quarterly during the year. It is the policy of NORCOM to attempt to utilize beginning balances and other one-time revenues for one-time/non-recurring expenditures only.

- All supplemental appropriations for programs requested after the original budget is adopted, will only be approved by the Governing Board after consideration of the availability of revenues.
- NORCOM will maintain revenue and expenditure categories according to state statute and administrative regulation.

**Revenue Policies:**

- “Other” Revenues (E911 funds, KCEMS funds, etc.) shall be realistically estimated and based upon the most recent information available.
- NORCOM will follow a vigorous policy of collecting revenues.
- NORCOM will seek to avoid dependence on temporary or unstable revenues to fund ongoing mission critical services.
- Grant funds or similar contractual revenue of a temporary nature will be budgeted only if they are committed at the time of the preliminary budget. Otherwise, separate appropriations will be made during the year as grants are awarded or contracts made.

**Expenditure Policies:**

- The NORCOM budget will provide for a sustainable level of service for the well-being of employees and safety of the emergency service providers.
- Expenditures approved by the Governing Board in the annual budget define NORCOM’s spending limits for the upcoming year. In addition to legal requirements, NORCOM will maintain an operating philosophy of cost control and responsible financial management.
- The Governing Board will be provided with a discussion paper for any new program detailing the expenditure, the recommended funding source, an analysis of the fiscal impact and a review of all reserves and previously approved amendments since budget adoption.
• Emphasis is placed on improving individual and work group productivity rather than adding to the work force. NORCOM will invest in technology and other efficiency tools to maximize productivity. NORCOM will request additional staff only after the need of such positions has been demonstrated and documented.

Capital Projects

• NORCOM will maintain all its assets at an acceptable level to protect capital investment and to minimize future maintenance and replacement costs.
• NORCOM will conduct an equipment replacement and maintenance needs analysis, using a cash flow method, for the next several years and will update this projection every two years. From this projection a maintenance and replacement schedule will be developed and followed.
• NORCOM will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
• NORCOM will coordinate development of the Capital Projects budget with development of the operating budget. Future operating costs associated with new capital project will be projected and included in operating budget forecasts.

Operating Reserves and Contingency:

• NORCOM currently maintains an Operating Expense Reserve at a level equal to 5% of the total Operating Budget. Per section 12h of the ILA each budget year the Governing Board shall set the Operating Expense Reserve at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. In 2012, for the purpose of determining Operating Expense Reserve funding, the Governing Board defined the Operating Budget as the operating fund expenses less salaries, benefits, and onetime expenses. This formula was reaffirmed during the 2015 Budget process.
• Capital Equipment Replacement will be fully funded according to the schedule to minimize large increases in User Fees from year to year.
resulting from acquisition or replacement of capital, and to fund the timely replacement of aging technology, equipment and systems.

- The Rate Stabilization Fund shall not exceed 10% of current Operating Fund Revenues. The amount in the fund shall be analyzed to determine the long-term effect on rates. If it is determined that funds will be used to offset transition to higher rates, fund onetime expenditures the designated amount shall be applied to the overall budget prior to calculating assessments.

- All expenditures drawn from reserve accounts shall require prior Board approval unless previously authorized for expenditure in the annual budget.

**Accounting, Auditing, and Financial Reporting Policies**

- NORCOM will establish and maintain a high standard of accounting practices.
- Accounting and budgetary systems will, at all times, conform to Generally Accepted Accounting Principles, the State of Washington Budgeting Accounting Reporting System (BARS) and local regulations.
- A comprehensive accounting system will be maintained to provide all financial information necessary to effectively operate NORCOM.
- NORCOM’s budget documents shall be presented in a format that provides for logical comparison with prior annual actual totals wherever possible.
- Reports outlining the status of revenues and expenditures shall be done monthly beginning in March of each year and will be distributed to the Governing Board, Joint Operations Board, Executive Director, Finance Committee, Department managers and any other interested party.
- An annual audit will be performed by the State Auditor’s Office.
Budget Calendar

- In order to facilitate and implement the budget process the Finance Manager will develop and distribute a budget calendar.

Issues impacting the 2016 Budget

- NORCOM is approaching the development of the 2016 budget using a zero based budget strategy and performance measurement tools to insure that all costs are validated and justified.
- In the Operating Budget focus will be on operational stability, growth containment, and service levels as a priority. The following identifies certain risks and opportunities that will be reviewed during the 2016 Budget:
  - Risks:
    - Impacts to State and Local E-911 revenue;
    - Impact from NG-911 technology, including Text-to-911;
    - Impact from the Regional Radio Replacement Initiative;
    - Impacts of the E-911 Phone Upgrade;
    - Impacts of the NORCOM Associated Guild Contract negotiations.
  - Opportunities to:
    - Earn AWC’s Well City Award and receive a 2% discount on medical costs in 2017 by funding the Health and Wellness Program;
    - Review of the Workload Analysis Study and revisit the staffing model and service level expectations;
    - Address the issues for phone reconfiguration;
    - Begin the process of Long-Term Strategic Planning;
    - Assess NORCOM’s Facility requirements;
    - Participate in E-911 Regional Governance to analyze and plan future projects that impact NORCOM;
    - Review the User Fee Analysis to illustrate the impact if a change were made to User Fees in 2017;
- Review Information Technology Service Level Agreements and determine if implementation should occur in 2017;
- Consider the requirements for a 2017-2018 Biennial Budget.

### 2016 BUDGET CALENDAR

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<tr>
<th>JANUARY</th>
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<tr>
<td>Executive Director presents Budget Policy to Joint Op. Board/ILA 12(b)</td>
<td>January 22</td>
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<th>MARCH</th>
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<tr>
<td>Joint Operating Board transmits policies to principals/ILA 12(b)</td>
<td>March 6</td>
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<th>APRIL</th>
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<tr>
<td>Joint Ops Board presents proposed budget policy at Principles Assembly/ILA 8</td>
<td>April 10</td>
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<tr>
<td>Principals Assembly provides review and comment to Governing Board</td>
<td>by May 1</td>
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<tr>
<td>Governing Board adopts budget policy/ILA 12(b)</td>
<td>May 8</td>
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<tr>
<td>Budget development complete</td>
<td>by May 31</td>
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<th>JUNE</th>
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<tbody>
<tr>
<td>Executive Director presents preliminary budget to Joint Op. Board/ILA 12(c)</td>
<td>June 25</td>
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<tr>
<td>User Fee updates complete</td>
<td>June 30</td>
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<tr>
<td>Proposed budget transmitted to Governing Board/ILA 12(c)</td>
<td>by August 1</td>
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<tr>
<td>Public hearing &amp; budget approval by Governing Board/ILA 12(c)</td>
<td>August 7</td>
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<td>Participating agencies advised of 2016 budget and user fees/ILA 12(c)</td>
<td>by September 5</td>
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<th>DECEMBER</th>
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<tbody>
<tr>
<td>Approval by the legislative authorities of each Principal/Subscriber/ILA 12(c)</td>
<td>by Dec. 10</td>
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<tr>
<td>Governing Board adopts final budget/ILA 12(c)</td>
<td>December 11</td>
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