

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**2011 Financial Summary - All Funds (including annexation costs)**

Description	Operating	Capital Projects	Eq. Replc	Contingency	E-911 Escrow	Total All Funds
2011 Beginning Fund Balance	\$ -	\$ -	\$ 375,000	\$ 61,165	\$ -	\$ 436,165
Revenue:						
Revenue from Participating Agencies	9,330,540	-				9,330,540
Revenue from Subscribing Agencies	35,660	-				35,660
Grant Revenue						
State Funded						-
Federal Appropriation						-
E-911 Revenue					1,133,199	1,133,199
Miscellaneous Revenues	186,496					186,496
Interest Earnings	-	-	-	-	-	-
Transfer-In	1,133,199	-	222,000	44,076		1,399,275
Revenue	10,685,895	-	222,000	44,076	1,133,199	12,085,170
<b>TTL 2011 Resources</b>	<b>\$ 10,685,895</b>	<b>\$ -</b>	<b>\$ 597,000</b>	<b>\$ 105,241</b>	<b>\$ 1,133,199</b>	<b>\$ 12,521,335</b>
Expenditures						
Salaries & Wages	5,950,050					5,950,050
Personnel Benefits	2,306,881					2,306,881
Operating Supplies	93,259					93,259
Operating Services	1,997,629					1,997,629
Capital Outlays	72,000	-	127,800			199,800
Transfers-Out						
Transfer-Out To Contingency	44,076					44,076
Transfer-Out to Equip Replacement	222,000					222,000
Transfer-Out to Operations					1,133,199	1,133,199
Expenditures	10,685,895	-	127,800	-	1,133,199	11,946,894
2011 Ending Fund Balance	-	-	469,200	105,241	-	574,441
<b>TTL 2011 Expenditures</b>	<b>\$ 10,685,895</b>	<b>\$ -</b>	<b>\$ 597,000</b>	<b>\$ 105,241</b>	<b>\$ 1,133,199</b>	<b>\$ 12,521,335</b>
Restricted Reserves				105,241		105,241
Equipment Replacement			469,200			469,200
Designated Reserves						
Available Fund Balances	\$ -	\$ -	\$ 469,200	\$ 105,241	\$ -	\$ 574,441
<b>Change in Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 94,200</b>	<b>\$ 44,076</b>	<b>\$ -</b>	<b>\$ 138,276</b>

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**FINANCIAL SUMMARY - OPERATING FUND (including annexation costs)**

	<u>Actual*</u> <u>2008</u>	<u>Actual**</u> <u>2009</u>	<u>Amended</u> <u>Budget</u> <u>2010</u>	<u>Proposed</u> <u>Budget</u> <u>2011</u>
<b>Resources</b>				
<b>Beginning Fund Balance</b>	\$ -	\$ 439,852	\$ (78,440)	\$ -
<b>Operating Revenue</b>				
Revenue from Participating Agencies	1,089,157	6,404,471	9,009,707	9,330,540
Revenue from Subscribing Agencies Fees	-	437,609	36,186	35,660
Miscellaneous Revenues	852	557,655	96,128	186,496
Interest Earnings	12,472	9,401	-	-
<b>Total Operating Revenue</b>	<u>1,102,481</u>	<u>7,409,136</u>	<u>9,142,021</u>	<u>9,552,696</u>
<b>Transfers In</b>				
From E911 Account (Call Taker Training & Salaries)	-	-	1,435,904	1,133,199
From Contingency	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>1,435,904</u>	<u>1,133,199</u>
<b>Total Resources</b>	<u>1,102,481</u>	<u>7,848,988</u>	<u>10,499,485</u>	<u>10,685,895</u>
<b>Expenditures</b>				
<b>Operating Expenditures</b>				
Salaries	(258,252)	(3,145,514)	(5,865,971)	(5,950,050)
Personnel Benefits	(65,583)	(772,614)	(1,833,203)	(2,306,881)
Operating Supplies	(23,213)	(95,652)	(109,487)	(93,259)
Operating Services	(315,581)	(1,668,833)	(2,206,764)	(1,997,629)
Capital Outlay	-	(2,067,900)	(224,810)	(72,000)
<b>Total Operating Expenditures</b>	<u>(662,629)</u>	<u>(7,750,513)</u>	<u>(10,240,235)</u>	<u>(10,419,819)</u>
<b>Transfers Out</b>				
Transfer-Out for Equipment Replacement	-	(125,000)	(250,000)	(222,000)
Transfer-Out for Contingency	-	(51,915)	(9,250)	(44,076)
<b>Total Transfers Out</b>	<u>-</u>	<u>(176,915)</u>	<u>(259,250)</u>	<u>(266,076)</u>
<b>Total Expenditures</b>	<u>(662,629)</u>	<u>(7,927,428)</u>	<u>(10,499,485)</u>	<u>(10,685,895)</u>
<b>Ending Fund Balance</b>	439,852	(78,440)	-	-
<b>Reserves of Fund Balance</b>				
<b>Operations</b>	439,852	(78,440)	-	-

\*2008 Actuals are Transition Costs from time of inception

\*\*2009 Actuals include 6 months Transition Costs and 6 months Operating Costs

**NORCOM**  
**As Recommended by Joint Operations Board**  
**REVENUE SUMMARY - OPERATING FUND**

Source of Funds	Description	2008 Actual*	2009 Actual**	2010 Adopted Budget	2011 Proposed Budget	Difference	% Change
<b><u>Participant &amp; Subscriber Revenue</u></b>							
	Bellevue Fire	\$ 138,452	\$ 828,182	\$ 1,067,624	\$ 1,087,634	20,010	1.87%
	Bellevue Police	221,641	1,480,181	2,002,385	2,018,524	16,139	0.81%
	Bothell Fire	46,102	189,476	244,915	277,706	32,791	13.39%
	Clyde Hill Police	8,844	84,799	114,927	86,432	(28,495)	-24.79%
	Duvall Fire	7,280	39,794	50,089	56,660	6,571	13.12%
	Eastside Fire & Rescue	101,015	365,354	476,025	524,560	48,535	10.20%
	Fall City Fire	7,180	30,768	34,627	35,800	1,173	3.39%
	Kirkland Fire	62,903	295,076	370,375	415,754	45,379	12.25%
	Kirkland Police	152,752	1,179,915	1,444,395	1,804,304	359,909	24.92%
	Medina Police	9,619	112,641	143,305	103,675	(39,630)	-27.65%
	Mercer Island Fire	19,718	92,954	123,159	139,233	16,074	13.05%
	Mercer Island Police	59,371	367,875	464,592	409,501	(55,091)	-11.86%
	Northshore Fire	35,608	138,492	172,659	187,931	15,272	8.85%
	Redmond Fire	84,421	437,609	500,257	482,391	(17,866)	-3.57%
	Shoreline Fire District	80,779	378,992	441,201	443,382	2,181	0.49%
	KCFD #50 (Skykomish)	-	20,691	18,379	20,688	2,309	12.56%
	Snoqualmie Fire	5,110	34,176	41,474	44,635	3,161	7.62%
	Snoqualmie Pass Fire & Rescue	1,863	13,078	15,377	15,995	618	4.02%
	Woodinville FLSD	46,499	170,844	202,628	215,395	12,767	6.30%
	Bellevue Smoothing	-	575,089	1,117,500	996,000	(121,500)	-10.87%
	<b>Total</b>	<b>1,089,157</b>	<b>6,835,986</b>	<b>9,045,893</b>	<b>9,366,200</b>		<b>3.54%</b>
<b><u>Other Revenue Sources</u></b>							
	Late Fees	852	282	-	-	-	
	Interest Earnings	12,472	9,401	-	-	-	
	Misc. Revenue & Reimbursments	-	495,180	-	-	-	
	Parking Reimbursements	-	10,533	30,576	30,551	(25)	-0.08%
	KC EMS Performance Standards	-	62,475	65,552	155,945	90,393	137.90%
	<b>Total</b>	<b>13,324</b>	<b>577,870</b>	<b>96,128</b>	<b>186,496</b>		<b>94.01%</b>
<b><u>Operating Transfers In</u></b>							
	Contingency Fund	-	-	-	-	-	
	E-911 Escrow Account	-	-	1,124,100	1,133,199	9,099	0.81%
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>1,124,100</b>	<b>1,133,199</b>		<b>0.81%</b>
	<b>Total Revenues</b>	<b>\$ 1,102,481</b>	<b>\$ 7,413,856</b>	<b>\$ 10,266,121</b>	<b>\$ 10,685,895</b>		<b>4.09%</b>

\*2008 Actuals are Transition Revenues Only

\*\*2009 Amended Budget includes 6 months Transition Revenues and 6 months Operating Revenues

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**EXPENDITURE SUMMARY - OPERATING FUND (including annexation costs)**

Account Description	2008	2009	2010	2011	Difference	%
	Actual	Actual	Amended Budget	Proposed Budget		
<b><u>Operating Fund</u></b>						
Salaries	\$ 258,252	\$ 3,006,690	\$ 5,816,828	\$ 5,893,263	\$ 76,435	1.31%
Overtime	-	138,824	49,143	56,787	\$ 7,644	15.55%
Benefits	65,583	772,614	1,833,203	2,306,881	\$ 473,678	25.84%
<b>Employee Total</b>	<b>\$ 323,835</b>	<b>\$ 3,918,128</b>	<b>\$ 7,699,174</b>	<b>\$ 8,256,931</b>	<b>\$ 557,757</b>	<b>7.24%</b>
Office Supplies	\$ 3,554	\$ 11,608	20,650	21,360	\$ 710	3.44%
Operating Supplies	440	2,505	2,140	1,905	\$ (235)	-10.98%
Disaster Supplies	-	219	1,500	1,200	\$ (300)	-20.00%
Academy Training Supplies	-	504	18,605	9,445	\$ (9,160)	-49.23%
Small Tools & Minor Equipment	338	51,758	9,800	12,300	\$ 2,500	25.51%
Office Furniture & Equipment	13,573	12,235	2,485	-	\$ (2,485)	-100.00%
Computer Hardware - Non-Capital	5,309	9,231	20,600	20,000	\$ (600)	-2.91%
Uniform Allowance	-	7,594	7,800	7,900	\$ 100	1.28%
Professional & Technical Services	247,696	263,904	122,500	121,200	\$ (1,300)	-1.06%
Reimbursable Expenses	12,480	5,081	6,506	-	\$ (6,506)	-100.00%
Legal Services/Labor	38,889	69,242	30,000	30,000	\$ -	0.00%
Labor Negotiation Support	6,478	44,828	50,000	-	\$ (50,000)	-100.00%
Recruiting & Advertising	1,597	11,222	2,650	1,000	\$ (1,650)	-62.26%
Professional HR Services	-	38,820	44,735	27,000	\$ (17,735)	-39.64%
Financial Audit	-	17,419	12,150	17,600	\$ 5,450	44.86%
Postage	161	1,461	5,520	5,520	\$ -	0.00%
External Training & Conferences	459	9,831	50,325	12,985	\$ (37,340)	-74.20%
Accreditation - CALEA	-	-	11,865	11,200	\$ (665)	-5.60%
Travel & Mileage Reimbursements	66	10,706	29,500	25,772	\$ (3,728)	-12.64%
Facility Lease	-	219,863	477,845	471,200	\$ (6,645)	-1.39%
Radio Site Lease	-	1,800	7,780	10,980	\$ 3,200	41.13%
Operating Leases	858	4,568	4,800	5,000	\$ 200	4.17%
Insurance	4,230	14,612	78,632	78,632	\$ -	0.00%
Utility Service	-	484	1,000	-	\$ (1,000)	-100.00%
Network Service	1,002	120,742	77,825	180,135	\$ 102,310	131.46%
Telephone Service	194	36,796	48,170	53,110	\$ 4,940	10.26%
Access Washington	-	15,300	30,600	30,600	\$ -	0.00%
Cellular, Pager, Trunked Radio Service	-	12,448	42,319	33,870	\$ (8,449)	-19.97%
Hosted Services	-	-	-	21,905	\$ 21,905	
Repairs & Maintenance - Office Equipment	-	2,641	29,600	-	\$ (29,600)	-100.00%
Repairs & Maintenance - Network	-	168,864	118,525	68,820	\$ (49,705)	-41.94%
Repairs & Maintenance - System	-	349,622	748,837	776,395	\$ 27,558	3.68%
Vehicle Operations & Maintenance	-	-	13,750	-	\$ (13,750)	-100.00%
Repairs & Maintenance - Comm Room	-	2,782	162,200	16,200	\$ (146,000)	-90.01%
Repairs & Maintenance - Telephones	-	-	-	6,000	\$ 6,000	
Bank Fees	57	-	-	-	\$ -	
Publications & Subscriptions	-	135	3,060	950	\$ (2,110)	-68.95%
Dues & Memberships	410	958	5,267	2,854	\$ (2,413)	-45.81%
Printing & Binding	426	6,332	10,400	1,850	\$ (8,550)	-82.21%
System Software	577	7,303	5,000	5,000	\$ -	0.00%
Consumable Goods	-	1,961	1,310	1,000	\$ (310)	-23.66%
<b>Operating Total</b>	<b>\$ 338,794</b>	<b>\$ 1,535,380</b>	<b>\$ 2,316,251</b>	<b>\$ 2,090,888</b>	<b>\$ (225,363)</b>	<b>-9.73%</b>
<b>Employee &amp; Operating Total</b>	<b>\$ 662,629</b>	<b>\$ 5,453,507</b>	<b>\$ 10,015,425</b>	<b>\$ 10,347,819</b>	<b>\$ 332,394</b>	<b>3.32%</b>
Capital Purchases	\$ -	\$ 229,105	\$ 224,810	\$ 72,000	\$ (152,810)	-67.97%
Capital Equipment Replacement Reserve	-	125,000	250,000	222,000	\$ (28,000)	-11.20%
Operating Expense Reserve	-	51,915	9,250	44,076	\$ 34,826	376.49%
<b>Reserve Total</b>	<b>\$ -</b>	<b>\$ 406,020</b>	<b>\$ 484,060</b>	<b>\$ 338,076</b>	<b>\$ (145,984)</b>	<b>-30.16%</b>
<b>Total Cost</b>	<b>\$ 662,629</b>	<b>\$ 5,859,528</b>	<b>\$ 10,499,486</b>	<b>\$ 10,685,895</b>	<b>\$ 186,409</b>	<b>1.78%</b>

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**FINANCIAL SUMMARY - TECHNOLOGY FUND**

	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Amended Budget 2010</u>	<u>Proposed Budget 2011</u>
<b>Resources</b>				
<b>Beginning Fund Balance</b>	\$ -	\$ 896,631	\$ 192,888	\$ -
<b>Revenue</b>				
Revenue from Participating Agencies	887,658	70,241	88,964	-
Revenue from Subscribing Agencies	-	5,328	6,356	-
Reimbursable Grant Revenues	521,072	955,568	3,062,910	-
Interest Earnings	11,982	-	-	-
<b>Total Revenue</b>	<u>1,420,712</u>	<u>1,031,137</u>	<u>3,158,230</u>	<u>-</u>
<b>Transfers In</b>				
From Contingency	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Resources</b>	<u>1,420,712</u>	<u>1,927,768</u>	<u>3,351,118</u>	<u>-</u>
<b>Expenditures</b>				
<b>Expenditures</b>				
Salaries	-	(52,993)	-	-
Personnel Benefits	-	(12,948)	-	-
Non-Capital Expenditures	(3,009)	(119,484)	-	-
Capital Outlay	(521,072)	(1,549,455)	(3,351,118)	-
<b>Total Expenditures</b>	<u>(524,081)</u>	<u>(1,734,880)</u>	<u>(3,351,118)</u>	<u>-</u>
<b>Transfers Out</b>				
Transfer-Out for Equipment Replacement	-	-	-	-
Transfer-Out for Contingency	-	-	-	-
<b>Total Transfers Out</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Expenditures</b>	<u>(524,081)</u>	<u>(1,734,880)</u>	<u>(3,351,118)</u>	<u>-</u>
<b>Ending Fund Balance</b>	896,631	192,888	-	-
<b>Reserves of Fund Balance</b>				
Capital Projects Fund	896,631	192,888	-	-

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**REVENUE SUMMARY - TECHNOLOGY FUND**

Source of Funds	Description	2008	2009	2010	2011	Difference	% Change
		Actual	Actual	Adopted Budget	Proposed Budget		
<b><u>Participant &amp; Subscriber Revenue</u></b>							
	Bellevue Fire	\$ 118,559	\$ 8,907	\$ 11,295	\$ -	(11,295)	
	Bellevue Police	200,279	15,831	21,185	-	(21,185)	
	Bothell Fire	30,696	2,401	3,355	-	(3,355)	
	Clyde Hill Police	7,454	1,029	1,404	-	(1,404)	
	Duvall Fire	7,239	501	686	-	(686)	
	Eastside Fire & Rescue	62,402	4,668	6,520	-	(6,520)	
	Fall City Fire	4,988	399	474	-	(474)	
	Kirkland Fire	49,473	3,740	5,073	-	(5,073)	
	Kirkland Police	138,824	14,087	17,645	-	(17,645)	
	Medina Police	8,387	1,376	1,751	-	(1,751)	
	Mercer Island Fire	15,832	1,189	1,687	-	(1,687)	
	Mercer Island Police	55,266	4,388	5,676	-	(5,676)	
	Northshore Fire	23,984	1,828	2,365	-	(2,365)	
	Redmond Fire	59,762	5,328	6,356	-	(6,356)	
	Shoreline Fire District	62,004	4,957	6,043	-	(6,043)	
	KCFD #50 (Skykomish)	-	2,146	252	-	(252)	
	Snoqualmie Fire	5,082	445	568	-	(568)	
	Snoqualmie Pass Fire & Rescue	1,730	168	210	-	(210)	
	Woodinville FLSD	35,697	2,181	2,775	-	(2,775)	
	<b>Total</b>	<b>887,658</b>	<b>75,569</b>	<b>95,320</b>	<b>-</b>		
<b><u>Other Revenue Sources</u></b>							
	Interest Earnings	11,982	-	-	-	-	
	<b>Total</b>	<b>11,982</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b><u>Grant Revenue</u></b>							
	State Funded	-	-	-	-	-	
	Federal Appropriation	521,072	955,568	3,062,910	-	-	
	<b>Total</b>	<b>521,072</b>	<b>955,568</b>	<b>3,062,910</b>	<b>-</b>		
<b><u>Transfers In</u></b>							
	Contingency Fund	-	-	-	-	-	
	E-911 Escrow Account	-	-	-	-	-	
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Revenues</b>		<b>\$ 1,420,712</b>	<b>\$ 1,031,137</b>	<b>\$ 3,158,230</b>	<b>\$ -</b>		

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**EXPENDITURE SUMMARY - TECHNOLOGY FUND**

Account	Description	2008	2009	2010	2011	Difference	% Change
		Actual	Actual	Amended Budget	Proposed Budget		
<b><u>Capital Projects Fund</u></b>							
	Salaries	\$ -	\$ 52,993	\$ -	\$ -	\$ -	-
	Benefits	-	12,948	-	-	-	-
	<b>Employee Total</b>	<b>\$ -</b>	<b>\$ 65,941</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b><u>CAD Project Expenditures</u></b>							
	Postage & Shipping	\$ -	-	-	-	\$ -	-
	Consumable Goods	-	258	-	-	\$ -	-
	Small Tools & Equipment	-	20,159	-	-	\$ -	-
	Computer Equipment	-	162,717	450,000	-	\$ (450,000)	-
	Travel & Lodging	3,009	6,579	-	-	\$ -	-
	Training	-	10,866	-	-	\$ -	-
	Advertising	-	-	500	-	\$ (500)	-
	Project Consulting	-	198,406	70,985	-	\$ (70,985)	-
	GIS Consulting	-	36,870	378,360	-	\$ (378,360)	-
	Software & Licenses	-	42,670	100,000	-	\$ (100,000)	-
	<b>Non-Capital Expenditures Total</b>	<b>\$ 3,009</b>	<b>\$ 478,524</b>	<b>\$ 999,845</b>	<b>\$ -</b>	<b>\$ (999,845)</b>	<b>-</b>
<b><u>New World CAD/RMS Contract</u></b>							
	Licensed Standard Software	\$ 521,072	\$ 493,531	237,793	-	\$ (237,793)	-
	Implementation Services for Police/Corrections	-	266,373	515,927	-	\$ (515,927)	-
	Police/Corrections Custom Software	-	28,800	303,440	-	\$ (303,440)	-
	Implementation Services for Fire	-	19,800	200,200	-	\$ (200,200)	-
	Fire Custom Software	-	-	129,200	-	\$ (129,200)	-
	Third Party Services	-	19,501	398,191	-	\$ (398,191)	-
	Escrow Services	-	22,650	-	-	\$ -	-
	Project Management Travel	-	82,416	88,584	-	\$ (88,584)	-
	Tax	-	39,738	151,335	-	\$ (151,335)	-
	<b>Non-Capital Expenditures Total</b>	<b>\$ 521,072</b>	<b>\$ 972,809</b>	<b>\$ 2,024,670</b>	<b>\$ -</b>	<b>\$ (2,024,670)</b>	<b>-</b>
	<b>Total Cost</b>	<b>\$ 524,081</b>	<b>\$ 1,517,274</b>	<b>\$ 3,024,515</b>	<b>\$ -</b>	<b>\$ (3,024,515)</b>	<b>-</b>

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**FINANCIAL SUMMARY - EQUIPMENT REPLACEMENT FUND**

	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Amended Budget 2010</u>	<u>Proposed Budget 2011</u>
<b>Resources</b>				
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 125,000	\$ 375,000
<b>Revenue</b>				
Revenue from Participating Agencies	-	-	-	-
Revenue from Subscribing Agencies	-	-	-	-
Interest Earnings	-	-	-	-
<b>Total Revenue</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0</u>
<b>Transfers In</b>				
From Contingency	-	-	-	-
From Operations	-	125,000	250,000	222,000
<b>Total Transfers In</b>	<u>-</u>	<u>125,000</u>	<u>250,000</u>	<u>222,000</u>
<b>Total Resources</b>	<u>-</u>	<u>125,000</u>	<u>375,000</u>	<u>597,000</u>
<b>Expenditures</b>				
<b>Expenditures</b>				
Operating Supplies	-	-	-	-
Capital Outlay	-	-	-	(127,800)
<b>Total Expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(127,800)</u>
<b>Total Expenditures</b>	-	-	-	(127,800)
<b>Ending Fund Balance</b>	-	125,000	375,000	469,200
<b>Reserves of Fund Balance</b>				
Equipment Replacement	-	125,000	375,000	469,200

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**FINANCIAL SUMMARY - CONTINGENCY FUND**

	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Amended Budget 2010</u>	<u>Proposed Budget 2011</u>
<b>Resources</b>				
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 51,915	\$ 61,165
<b>Revenue</b>				
Interest Earnings	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
<b>Transfers In</b>				
From Operations	-	51,915	9,250	44,076
<b>Total Transfers In</b>	-	51,915	9,250	44,076
<b>Total Resources</b>	-	51,915	61,165	105,241
<b>Expenditures</b>				
<b>Expenditures</b>	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-
<b>Transfers Out</b>				
Transfer-Out for Operations	-	-	-	-
Transfer-Out for Equipment Replacement	-	-	-	-
<b>Total Transfers Out</b>	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-
<b>Ending Fund Balance</b>	-	51,915	61,165	105,241
<b>Reserves of Fund Balance</b>				
Contingency	-	51,915	61,165	105,241

**NORCOM BUDGET PROPOSAL**  
**As Recommended by Joint Operations Board**  
**FINANCIAL SUMMARY - E911 ESCROW FUND**

	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Amended Budget 2010</u>	<u>Proposed Budget 2011</u>
<b>Resources</b>				
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ 311,804	\$ -
<b>Revenue</b>				
E-911 Revenue	0	311,693	1,124,100	1,133,199
Interest Earnings	-	111	-	-
<b>Total Revenue</b>	-	311,804	1,124,100	1,133,199
<b>Transfers In</b>				
From Operations	-	-	-	-
<b>Total Transfers In</b>	-	-	-	-
<b>Total Resources</b>	-	311,804	1,435,904	1,133,199
<b>Expenditures</b>				
<b>Expenditures</b>	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-
<b>Transfers Out</b>				
Transfer-Out for Operations	-	-	(1,435,904)	(1,133,199)
<b>Total Transfers Out</b>	-	-	(1,435,904)	(1,133,199)
<b>Total Expenditures</b>	-	-	(1,435,904)	(1,133,199)
<b>Ending Fund Balance</b>	-	311,804	-	-
<b>Reserves of Fund Balance</b>				
E-911 Escrow	-	311,804	-	-

NORCOM  
**Calls for Service Comparison**  
 27-May-10

Jurisdiction	2Q06-1Q08		2009		2Q07-1Q09		Pre-Kirkland Annexation		2011		Year 2 ALS		Post-Kirkland Annexation	
	8Q/2 Call Volume	Operating % (8 Q Avg)	8Q/2 Call Volume	2010 Operating % (8 Q Avg)	8Q/2 Call Volume	2011 Operating % (8 Q Avg)	8Q/2 Call Volume	2011 Operating % (8 Q Avg)	with ALS Smoothing	Year 2 ALS Smoothing VARIANCE	8Q/2 Call Volume	Operating % (8 Q Avg)	2011 with ALS Smoothing	Year 2 ALS Smoothing VARIANCE
Bellevue Fire	17,170	24.43%	14,694	23.70%	13,619	24.19%	13,619	24.19%	23.60%	-0.59%	13,619	24.19%	23.60%	-0.59%
Bellevue Police	58,921	43.80%	54,660	44.45%	52,476	48.49%	52,476	48.49%			52,476	39.10%		
Bothell****	4,684	6.67%	4,364	7.04%	4,076	7.24%	4,076	7.24%	7.47%	0.23%	4,076	7.24%	7.47%	0.23%
Clyde Hill**	3,641	2.71%	3,623	2.95%	2,545	2.35%	2,545	2.35%			2,545	1.90%		
Duvall Fire	988	1.41%	893	1.44%	832	1.48%	832	1.48%	1.52%	0.05%	832	1.48%	1.52%	0.05%
Eastside Fire and Rescue	8,979	12.78%	8,482	13.68%	7,912	14.05%	7,912	14.05%	14.18%	0.13%	7,912	14.05%	14.18%	0.13%
Fall City Fire	748	1.06%	617	1.00%	490	0.87%	490	0.87%	0.95%	0.08%	490	0.87%	0.95%	0.08%
Kirkland Fire	7,293	10.38%	6,600	10.64%	5,979	10.62%	5,979	10.62%	10.95%	0.33%	6,223	11.05%	10.95%	0.33%
Kirkland Police	51,187	38.05%	45,528	37.02%	38,090	35.20%	38,090	35.20%			64,090	47.75%		
Medina***	4,814	3.58%	4,517	3.67%	3,053	2.82%	3,053	2.82%			3,053	2.27%		
Mercer Island Fire	2,283	3.25%	2,195	3.54%	2,108	3.74%	2,108	3.74%	3.77%	0.02%	2,108	3.74%	3.77%	0.02%
Mercer Island Police	15,969	11.87%	14,644	11.91%	12,059	11.14%	12,059	11.14%			12,059	8.98%		
Northshore Fire	3,324	4.73%	3,077	4.96%	2,701	4.80%	2,701	4.80%	5.03%	0.24%	2,701	4.80%	5.03%	0.24%
Redmond Fire (inc. FD 34)	10,298	14.65%	8,269	13.34%	7,160	12.72%	7,160	12.72%	12.23%	-0.49%	7,160	12.72%	12.23%	-0.49%
Shoreline Fire	9,158	13.03%	7,862	12.68%	7,160	12.72%	7,160	12.72%	12.16%	-0.56%	7,160	12.72%	12.16%	-0.56%
Skykomish Fire	338	0.00%	328	0.53%	310	0.55%	310	0.55%	0.56%	0.01%	310	0.55%	0.56%	0.01%
Snoqualmie	829	1.18%	739	1.19%	684	1.21%	684	1.21%	1.21%	0.00%	684	1.21%	1.21%	0.00%
Snoqualmie Pass Fire	320	0.46%	274	0.44%	229	0.41%	229	0.41%	0.43%	0.02%	229	0.41%	0.43%	0.02%
Woodinville Fire & Safety	4,201	5.98%	3,611	5.82%	3,046	5.41%	3,046	5.41%	5.94%	0.53%	2,802	4.98%	5.94%	0.53%
TOTAL- PARTICIPATING AGENCIES	205,143		184,973	200.00%	164,526	200.00%	164,526	200.00%	100.00%		190,526	200.00%	100.00%	

\*\*Includes Yarrow Point, population 1,000

\*\*\*Includes Hunts Point, population 445

\*\*\*\*Includes Snohomish Fire Prot. District 10, population 11,000

## SALARIES & WAGES/OVERTIME

The 2011 salary projection includes a total of 92 budgeted positions and includes a proposed increase to add 3 FTE's to support the Data Service function 24/7, 1 FTE for the Kirkland Annexation and overtime for CAD Fire training. Overall salaries increased 2%. Also included in this line item is the cost for salaries of the non-represented staff positions.

The Salaries & Benefits for three new positions to support the Data Service function recommended by Joint Ops for 2011 are \$236,847.

## BENEFITS

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

Due to the small size of the NORCOM employee group and high usage of the medical benefits medical rates increased 41% for the 2010-2011 benefit year. Alternative plans have been reviewed for cost savings, but none meet the "substantially similar" requirement.

The benefits may vary depending upon the result of labor negotiations. Benefits are based upon actual costs and average 39% of base wages.

## OFFICE SUPPLIES

This account provides office supplies for the Center, excluding postage. Included are items such as computer paper, pens, staples, and paper clips. This category also contains the appropriation for any and all miscellaneous supplies for equipment in the facility not separately budgeted.

## OPERATING SUPPLIES

This account provides operating supplies for the Center. Included are items such as Thomas Guides and first aid supplies.

## DISASTER SUPPLIES

NORCOM must be prepared to sustain personnel required to staff the communications function during emergency conditions, or provide equipment for the transitional

process should the need arise to vacate the communications center and relocate to the back-up operations (flashlights, batteries, etc.). Food that is purchased in bulk is required to be rotated with fresh goods. This will enable NORCOM to support unexpected extended operations as well as provide supplies for backup operations. Food which is not consumed will be donated to the local food bank.

#### ACADEMY TRAINING SUPPLIES

This account provides funding for 2 academy training classes. All costs associated with new hire training are accounted for in this line, including headsets, office supplies, training manuals, offsite parking and map books. This account was created to track the cost associated with training a new class. This account does not include salaries/benefits or overtime.

The decrease in this account is due to fewer scheduled academies in 2011.

#### SMALL TOOLS & MINOR EQUIPMENT

The funds in this account are used to purchase headsets, keyboards and mice and radio batteries for general operations. The E911 Office may provide reimbursement for headset purchases.

The increase in this account is due to supplies for the Technology Team for the testing of equipment.

#### OFFICE FURNITURE & EQUIPMENT

The funds in this account are utilized for the purchase of office furniture or office equipment that is not otherwise accounted for elsewhere in the budget, for example dispatch chairs that must be rotated periodically.

This line item has been eliminated for 2011 as there should be no need to replace any office furniture or equipment not covered in the Equipment Replacement fund.

#### COMPUTER HARDWARE – NON-CAPITAL

This line item is for the purchase of miscellaneous computer hardware that is not capitalized. It includes computer equipment needed to support NORCOM as a standalone agency.

#### UNIFORM ALLOWANCE

NORCOM has chosen to require uniforms and provides a uniform allowance for telecommunicators, technology staff and supervisors of \$100 per person per year.

#### PROFESSIONAL & TECHNICAL SERVICES

This account provides for ongoing outside professional, technical and engineering services that exceed that which can be practically provided by NORCOM staff. This allows us to acquire these services without adding more staff positions and is a supplement on an "as needed" or contractual basis. This account includes payroll services as well as network and radio support services.

#### LEGAL SERVICES

This account is to pay for legal counsel on labor issues and other issues requiring support from an attorney. Funds in this account will allow NORCOM management the latitude needed for legal consultation and/or representation which would not be covered through other accounts.

#### LABOR NEGOTIATION SUPPORT

This line item is for the services of a professional negotiator for negotiations with collective bargaining units. It is anticipated there will be no contracts that will require negotiations in 2011.

#### RECRUITMENT & ADVERTISING/PROFESSIONAL HR SERVICES

This category provides funds for advertising in local newspapers, trade journals and electronic media (eGov Alliance). These funds will be used to aggressively fill any employee vacancies as they occur. Experience has shown that in order to formulate a pool of eligible applicants, there is a need to test one and a half times the number of people required in order to compile a list of qualified applicant to fill job vacancies. The funds in this account will support medical and psychological screening as well as 3<sup>rd</sup> party background investigations required for new hire employees. This account is also intended to fund pre-employment hearing and medical exams, computer voice stress analysis (CVSA), and drug testing.

The decrease in this account is reflects the anticipated need to hire fewer employees in 2011.

## FINANCIAL AUDIT

This line item is an estimate cost for the annual audit performed by the State Auditor's Office and the Single Audit required for agencies spending over \$500,000 of federal money.

## POSTAGE

The funds in this account are utilized for postage used in mailing general mail, 911 tapes and dispatcher application/testing/hiring correspondence. It also includes the rental of a post office box and mail machine.

## EXTERNAL TRAINING & CONFERENCE REGISTRATIONS

These funds are utilized for Supervisors and Administrative personnel to attend conferences and training offered by private companies, State Universities and professional organizations. This account also provides funds for employees to attend the user group meeting for New World and a variety of training for technology personnel.

In 2011 the decision was made to limit out of state training and travel unless it relates to the New World User Group or certifications.

## ACCREDITATION - CALEA

This account will cover NORCOM's participation in CALEA and other accreditation programs for the initial startup of the accreditation process.

## TRAVEL & MILEAGE REIMBURSEMENTS

Funds in this account support lodging, food, and travel for NORCOM employees to attend various schools and conferences external to the agency. This account further supports those NORCOM employees who utilize personal vehicles for NORCOM business, such as travel to and from meetings and local training classes. The reimbursement rate is set by the IRS and is adjusted annually.

## FACILITY LEASE

The category provides for payment of leased space on the 7<sup>th</sup> floor of Bellevue City Hall for NORCOM operations. The total square feet currently available to NORCOM is 13,196. The cost of the lease will increase annually on July 1 by the Consumer Price Index for All Urban Consumers in the Seattle-Everett Area (CPI) as of the previous February of each

year and includes utilities, janitorial and minor repairs. Also included in this line are 17 parking spaces in the Bellevue Public Safety Garage and the cost of off site parking for Administrative personnel.

#### RADIO SITE LEASE

Lease for Crista and King County Department of Natural Resources sites.

#### OPERATING LEASES

This account covers the cost of leasing a copy machine.

#### INSURANCE

This Insurance coverage includes contents, equipment, errors and omissions, and general liability. It also includes Vendor Dishonesty insurance required in the lease with the City of Bellevue.

#### UTILITY SERVICES

This line formerly covered the cost of Direct TV used in the communications center. This service has been discontinued in 2011.

#### NETWORK SERVICES

This category covers the cost of connectivity for email, data and data backup services, internet services, and King County INet.

This increase for this line is for the Bellevue Network Service Agreement that was not accounted for in 2010.

#### TELEPHONE SERVICES

This account will support all business lines, emergency lines, directory assistance and long distance charges. Long distance calls are routinely made from the center to support field operations and includes costs for the AT&T language line.

#### ACCESS – WASHINGTON STATE

This is a contractually obligated amount for use of the A Central Computerized Enforcement Service System (ACCESS) operated by the Washington State Patrol as a service for law enforcement agencies. This account pays for the line fees/interface

connecting NORCOM to the Washington State Patrol computer in Olympia and NORCOM's transactions. ACCESS is the State link to NCIC – National Crime Information Center.

#### CELLULAR, PAGER, TRUNKED RADIO SERVICE

The funds in this account supports radio fees paid to EPSCA and all cell phone/personal digital assistants (PDAs) and /or pagers for on call staff members.

The decrease in this account stems from the elimination of the Tactical Dispatch Team pagers and radios.

#### REPAIRS & MAINTENANCE – OFFICE EQUIPMENT

This account covers contracts for office equipment as well as non-contract repairs not covered elsewhere in the budget. These payments are a one-time expenditure at various times throughout the year.

The decrease in this account is from the Copier Repair contract that has been reduced and moved up to the Operating Lease line. It is anticipated that the Audio Recording Logger Contract will be reimbursed by the E911 Office.

#### REPAIRS & MAINTENANCE – NETWORK

Funds in this account provides for Data Center Hosting provided by the City of Bellevue and Telestaff licensing.

#### REPAIRS & MAINTENANCE – SYSTEM

This account supports all software maintenance costs for CAD and all related technology, including DECCAN, mobile data, Reverse 911, etc.

The increase in this account is due primarily to the Tri-tech System Maintenance Contract which will be needed in 2011.

#### VEHICLE OPERATIONS & MAINTENANCE

This account funds fuel and routine maintenance for the Technology vehicle.

It was decided, due to budget constraints, not to purchase the vehicle in 2010 so this line has been eliminated in 2011.

#### REPAIRS & MAINTENANCE – COMMUNICATIONS CENTER

The funds in this account provide for the ongoing maintenance and support of furniture and consoles in the communications center. This account also includes radio console upgrades and programming.

The decrease in this account is due to Technology Team members taking on increased responsibility in making needed repairs which decreases the need for Bellevue Radio Shop services.

#### PUBLICATIONS & SUBSCRIPTIONS

This category provides funding for miscellaneous publications, periodicals, newsletters and local newspapers. These publications are used by com center personnel as well as the Administrative staff. It should be noted here that when it is not possible to release employees from work to attend training, the purchase of publications is very beneficial when utilized through internal training sessions.

The decrease in this account eliminates all unnecessary publications and funds only required publications.

#### DUES & MEMBERSHIPS

This category provides funding for professional memberships for Administrative staff and Supervisors. Also included are annual fees for Washington State Procurement and the eGov Alliance Shared Procurement Portal.

The decrease in this account is from reducing the number of APCO memberships from 21 to 5.

#### PRINTING & BINDING

This line item provides funds for the reproduction of the Standard Operating Procedures, Training Manual, letterhead paper, envelopes, business cards, and the annual budget which are all essential to support the Center.

#### SYSTEM SOFTWARE

This account covers the purchase of miscellaneous software.

### CONSUMABLE GOODS

Funds in this account are utilized for the purchase of coffee, creamer, sugar, and food for Governing Board meetings, or for panel members during the oral board process that support NORCOM's overall public mission. In addition, funds in this account will be used to support activities during National Telecommunicators' Week.

### MACHINERY & EQUIPMENT

This account is for the purchase of capital equipment. Radio Console equipment and the equipment necessary to outfit an additional Call Receiver position in support of the Kirkland Annexation are included in the 2011 budget.

### CAPITAL EQUIPMENT REPLACEMENT RESERVE

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

The following items are due to be replaced in 2011:

- (6) Servers
- (33) Computers
- (25) Portable Radios

### OPERATING EXPENSE RESERVE

This is a working capital reserve provision based on 5% of operating expenses.

**2011 USER FEE BREAKDOWN- FULL COST MODEL**  
**NORCOM PROPOSED BUDGET**  
*as Recommended by Joint Operations Board*

NORCOM Cost	Fire / EMS		Police		NORCOM Total
	Amount	% of Total	Amount	% of Total	
Salary & Benefits	\$ 4,088,991	50.00%	\$ 4,088,991	50.00%	\$ 8,177,982
Other Operating Costs	\$ 1,043,954	50.00%	\$ 1,043,954	50.00%	\$ 2,087,908
<b>Operating Total</b>	<b>\$ 5,132,945</b>	<b>50.00%</b>	<b>\$ 5,132,945</b>	<b>50.00%</b>	<b>\$ 10,265,890</b>
Kirkland Annexation (07/01/2011)					\$ 111,929
Capital Purchases	\$ 21,000	50.00%	\$ 21,000	50.00%	\$ 42,000
Capital Equipment Replacement Reserve	\$ 111,000	50.00%	\$ 111,000	50.00%	\$ 222,000
Operating Expense Reserve	\$ 22,038	50.00%	\$ 22,038	50.00%	\$ 44,076
<b>NORCOM Total</b>	<b>\$ 5,286,983</b>		<b>\$ 5,286,983</b>		<b>\$ 10,685,895</b>
Revenue	\$ 677,678		\$ 677,678		\$ 1,355,355
Kirkland Annexation					\$ 111,929
<b>NORCOM Net Expense</b>	<b>\$ 4,609,306</b>		<b>\$ 4,609,306</b>		<b>\$ 9,218,611</b>

	Pre-Annexation			Post-Annexation		
	Calls	Operating Cost Each	Operating Cost Total	Calls	Operating Cost Each	Operating Cost Total
<b>Police</b>						
Bellevue	52,476	\$ 42.591	\$ 2,234,990	52,476	\$ 34.341	\$ 1,802,057
Clyde Hill	2,545	\$ 42.591	\$ 108,404	2,545	\$ 34.341	\$ 87,405
Kirkland	38,090	\$ 42.591	\$ 1,622,280	64,090	\$ 34.341	\$ 2,200,888
Medina	3,053	\$ 42.591	\$ 130,029	3,053	\$ 34.341	\$ 104,842
Mercer Island	12,059	\$ 42.591	\$ 513,601	12,059	\$ 34.341	\$ 414,113
<b>Total</b>	<b>108,223</b>	<b>\$ 42.591</b>	<b>\$ 4,609,306</b>	<b>134,223</b>	<b>\$ 34.341</b>	<b>\$ 4,609,306</b>
<b>% of Total</b>	<b>65.78%</b>		<b>50.00%</b>	<b>70.45%</b>		<b>50.00%</b>
<b>Fire &amp; EMS</b>						
Bellevue	13,619	\$ 81.866	\$ 1,114,934	13,619	\$ 81.862	\$ 1,114,934
Bothell	4,076	\$ 81.866	\$ 333,686	4,076	\$ 81.862	\$ 333,686
Eastside Fire & Rescue	7,912	\$ 81.866	\$ 647,724	7,912	\$ 81.862	\$ 647,724
KCFD # 16 - Northshore	2,701	\$ 81.866	\$ 221,120	2,701	\$ 81.862	\$ 221,120
KCFD # 27 - Fall City	490	\$ 81.866	\$ 40,073	490	\$ 81.862	\$ 40,073
KCFD # 4 - Shoreline	7,160	\$ 81.866	\$ 586,161	7,160	\$ 81.862	\$ 586,161
KCFD # 45 - Duvall	832	\$ 81.866	\$ 68,113	832	\$ 81.862	\$ 68,113
KCFD # 50 - Skykomish	310	\$ 81.866	\$ 25,378	310	\$ 81.862	\$ 25,378
KCFD # 51 - Snoqualmie Pass	229	\$ 81.866	\$ 18,706	229	\$ 81.862	\$ 18,706
Kirkland	5,979	\$ 81.866	\$ 489,436	6,249	\$ 81.862	\$ 511,540
Mercer Island	2,108	\$ 81.866	\$ 172,533	2,108	\$ 81.862	\$ 172,533
Redmond	7,160	\$ 81.866	\$ 586,120	7,160	\$ 81.862	\$ 586,120
Snoqualmie	684	\$ 81.866	\$ 55,955	684	\$ 81.862	\$ 55,955
Woodinville Fire & Life Safety	3,046	\$ 81.866	\$ 249,364	2,776	\$ 81.862	\$ 227,260
<b>Total</b>	<b>56,303</b>	<b>\$ 81.866</b>	<b>\$ 4,609,306</b>	<b>56,306</b>	<b>\$ 81.862</b>	<b>\$ 4,609,306</b>
<b>% of Total</b>	<b>34.22%</b>		<b>50.00%</b>	<b>29.55%</b>		<b>50.00%</b>
<b>NORCOM Total</b>	<b>164,526</b>	<b>\$ 56.03</b>	<b>\$ 9,218,611</b>	<b>190,529</b>	<b>\$ 48.38</b>	<b>\$ 9,218,611</b>