

2010 Annual Report



North East King County Regional Public Safety Communication Agency

NORCOM

2010 Annual Report

Presented to
The Principals Assembly
April 8, 2011

PRINCIPAL REPRESENTATIVES

Don Davidson
Mayor
City of Bellevue



Bob Stowe
City Manager
City of Bothell

Bruce Dodds
Councilmember
City of Clyde Hill

Jerry Smith
Commissioner
Duvall Fire Department

Ron Pedee
Chairman
Eastside Fire & Rescue

Josie Williams
Commissioner
Fall City Fire Department

Bob Sternoff
Councilmember
City of Kirkland

Bret Jordan
Mayor
City of Medina

Jim Pearman
Mayor
City of Mercer Island

Don Ellis
Commissioner
Northshore Fire Department

Jon Kennison
Chairman
Shoreline Fire

TBD
Skykomish Fire
Department

Bob Jeans
Councilmember
City of Snoqualmie

Pat Ellis
Commissioner
Snoqualmie Pass Fire
Department

Tim Osgood
Chairman
Woodinville Fire & Rescue



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April 8, 2011

Greetings – Members of the Principals Assembly,

Welcome to the fourth annual NORCOM Principals Assembly. Although this Assembly occurs only once per year, it is an important milestone for NORCOM's continuity, evolution and success. The Principal agencies of NORCOM can be proud of the progress we have made in the past and be confident in the stable future that lies ahead.

This past year has seen many continuing successes. While we continue to migrate to a new integrated police, fire, EMS and records CAD system, we also improve our call answering response times and system quality. We have added new capacity for off-hours data and records responses and we continue to train and place new staff. We continue to build dispatching skills and capacities from which we will all benefit in service quality and work efficiencies. And, we celebrate our outstanding Management Team who brings us professionalism, integrity and great skill on a daily basis.

NORCOM is now nearly two years old since we "flipped the switch" to live operations. As a group of like-minded police and fire agencies we have grown together, we have learned together and we have prospered together – even during difficult economic times. As a result, the future is bright. I expect only greater collaboration, cooperation and prosperity ahead. Thank you all and congratulations on another excellent year!

Sincerely,

A handwritten signature in black ink that reads 'Rich Conrad'. The signature is written in a cursive, flowing style.

Rich Conrad,
Chair, NORCOM Governing Board

GOVERNING BOARD REPRESENTATIVES

Steve Sarkozy
City Manager
City of Bellevue

Bob Van Horne
Fire Chief
City of Bothell

Mitch Wasserman
City Administrator
City of Clyde Hill

Kurt Triplett
City Manager
City of Kirkland

Donna Hanson
City Manager
City of Medina

Rich Conrad
City Manager
City of Mercer Island

Matt Larson
Mayor
City of Snoqualmie

John Lambert
Fire Chief
Duvall Fire District #45

Lee Soptich
Fire Chief
Eastside Fire & Rescue

Chris Connor
Fire Chief
Fire District 27

Tom Weathers
Fire Chief
Northshore FD

Mark Bunje
Fire Chief
Shoreline FD

Matt Cowan
Fire Chief
Snoqualmie Pass FD

David Daniels
Fire Chief
Woodinville Fire & Rescue

TBD
Skykomish
Fire District #50

JOINT OPERATIONS REPRESENTATIVES

Fire Operations

Mike Eisner
Fire Chief
Bellevue FD

Jim Roepke
Deputy Fire Chief
Bothell FD

Bob Rowe
Fire Chief
Snoqualmie FD

David Burke
Deputy Fire Chief
Duvall Fire District #45

Jeff Griffin-Vice Chair
Deputy Fire Chief
Eastside Fire & Rescue

Chris Connor
Fire Chief
Fire District 27

Kevin Nalder
Fire Chief
Kirkland FD

Chris Tubbs
Fire Chief
Mercer Island FD

Jim Torpin
Deputy Fire Chief
Northshore FD

Russ Albertson
Deputy Fire Chief
Redmond FD

Dave Jones
Deputy Fire Chief
Shoreline FD

TBD
Skykomish Fire District
#50

Matt Cowan
Fire Chief
Snoqualmie Pass FD

Mark Chubb
Deputy Fire Chief
Woodinville Fire & Rescue

Police Operations Board

Linda Pillo-Chair
Police Chief
Bellevue PD

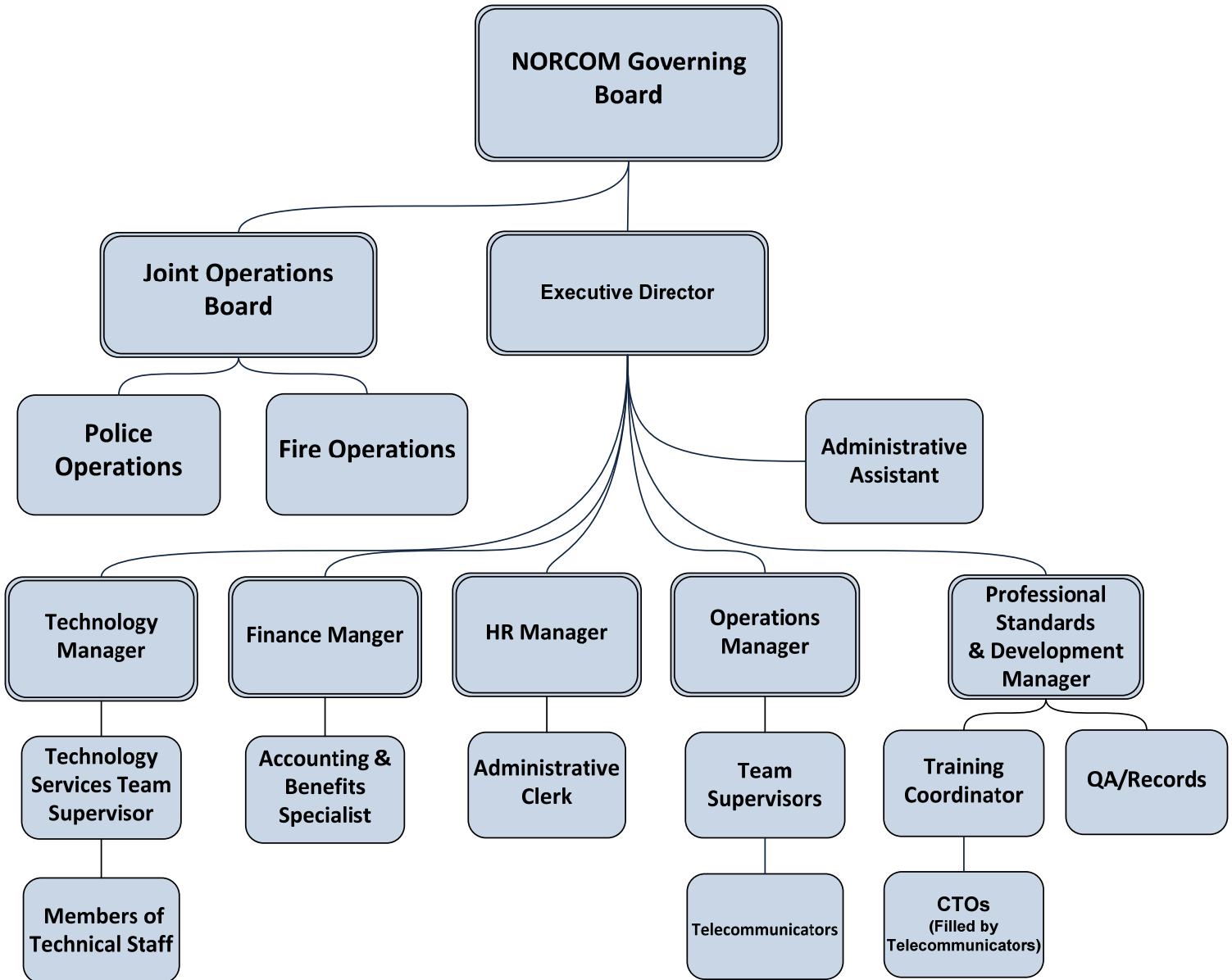
Bill Archer
Police Chief
Clyde Hill PD

Mike Ursino
Police Captain
Kirkland PD

Dan Yourkoski
Acting Police Chief
Medina PD

Ed Holmes
Police Chief
Mercer Island PD

Organizational Chart



NORCOM Team Members

Chris Fischer
Executive Director

Kevin Bostrom
Operations Manager

Susan Beisheim
Human Resources Manager

Sheryl Mullen
Professional Standards & Development
Manager

Gwen Pilo
Finance Manager

Mark Nelson
Technology Manager

Tami McNeal
Administrative Assistant

Charlene Inman
Accounting & Benefits Specialist

Meredith Munk
QA & Public Records Specialist

Julie Buckingham
Training Coordinator

Melissa Crawford
Team Supervisor

Andie Hanson
Team Supervisor

Heather Facer
Administrative Clerk—HR

Stacey McShane
Team Supervisor

James Lucci
Team Supervisor

Cory James
Team Supervisor

Megan Mill-Turner
Team Supervisor

Technology Team Supervisor
Greg Shelton

Technology Team

Sandi Clark
Curtis Coates
Karen Furuya
Pete Luke
Khai Tran

Background

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

NORCOM's formation in late 2008 and start of operation on July 1, 2009 consolidated the 9-1-1 call answering and emergency radio communications service previously provided by Bellevue and Kirkland 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 and Principles

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 Principles and Core Values that support the Mission.

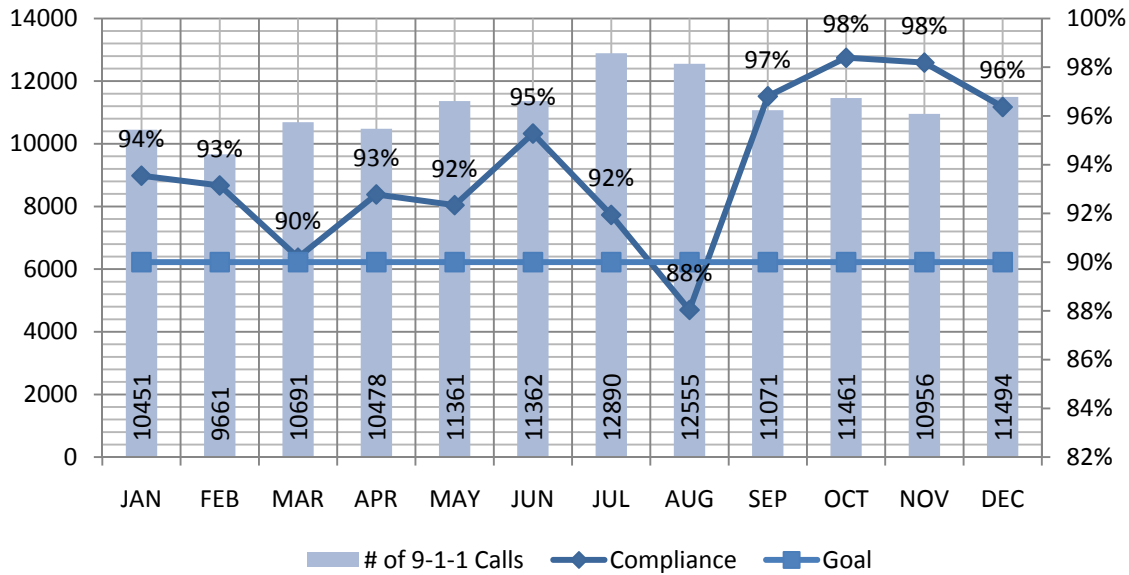
Mission

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.

Core Values

- ❖ **Deliver Excellent Service to the Public:** We shall meet all regional and national standards in the delivery of public safety communications services. *Be outstanding.*
 - NORCOM consistently exceeds the King County 9-1-1 Call Answering Standard.

2010 NORCOM Call Answering Standards & 9-1-1 Call Volume - % indicates the percent of hours in the month that 90% of calls were answered in less than 10 seconds

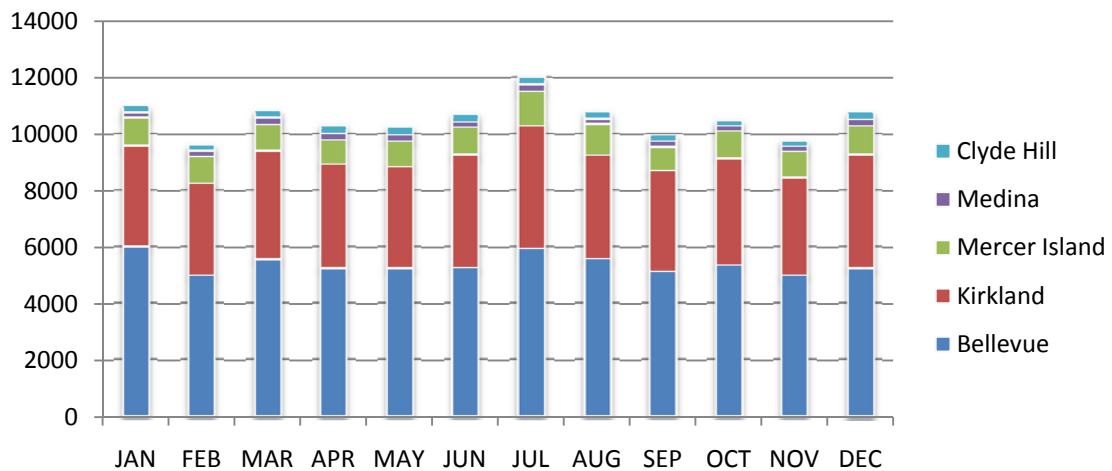


Total 9-1-1 calls received in 2010* = 134,431 (368 average calls per day)

*Total incoming calls received including 9-1-1 and 7-digit emergency = 261,364 (716 average calls per day)

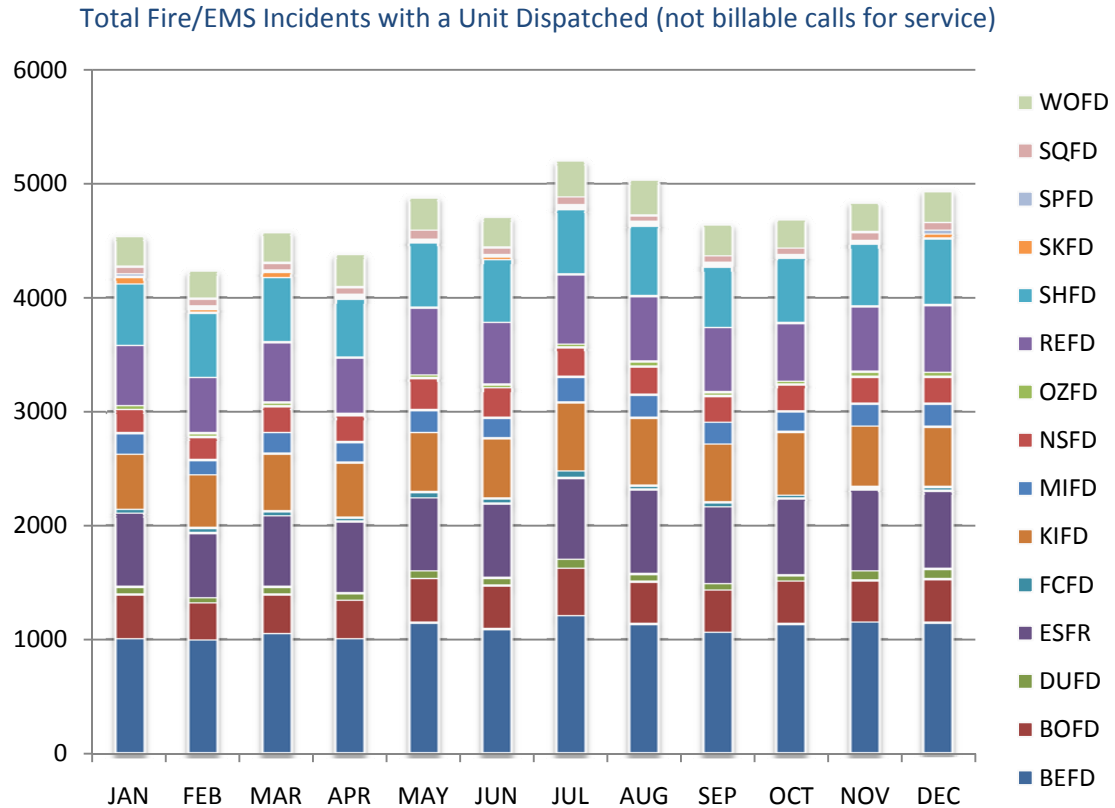
- NORCOM is working to consistently meet and exceed police call to dispatch performance standards. (Standards are determined based on the call volume indicated in the chart below.)

Total Police & incidents with a Unit Dispatched (not billable calls for service)



Total POLICE Incidents in 2010 = 123,500 – Average POLICE Incidents per day = 347

- NORCOM is working to consistently meet and exceed fire call to dispatch performance standards. (Standards are determined based on the call volume indicated in the chart below.)



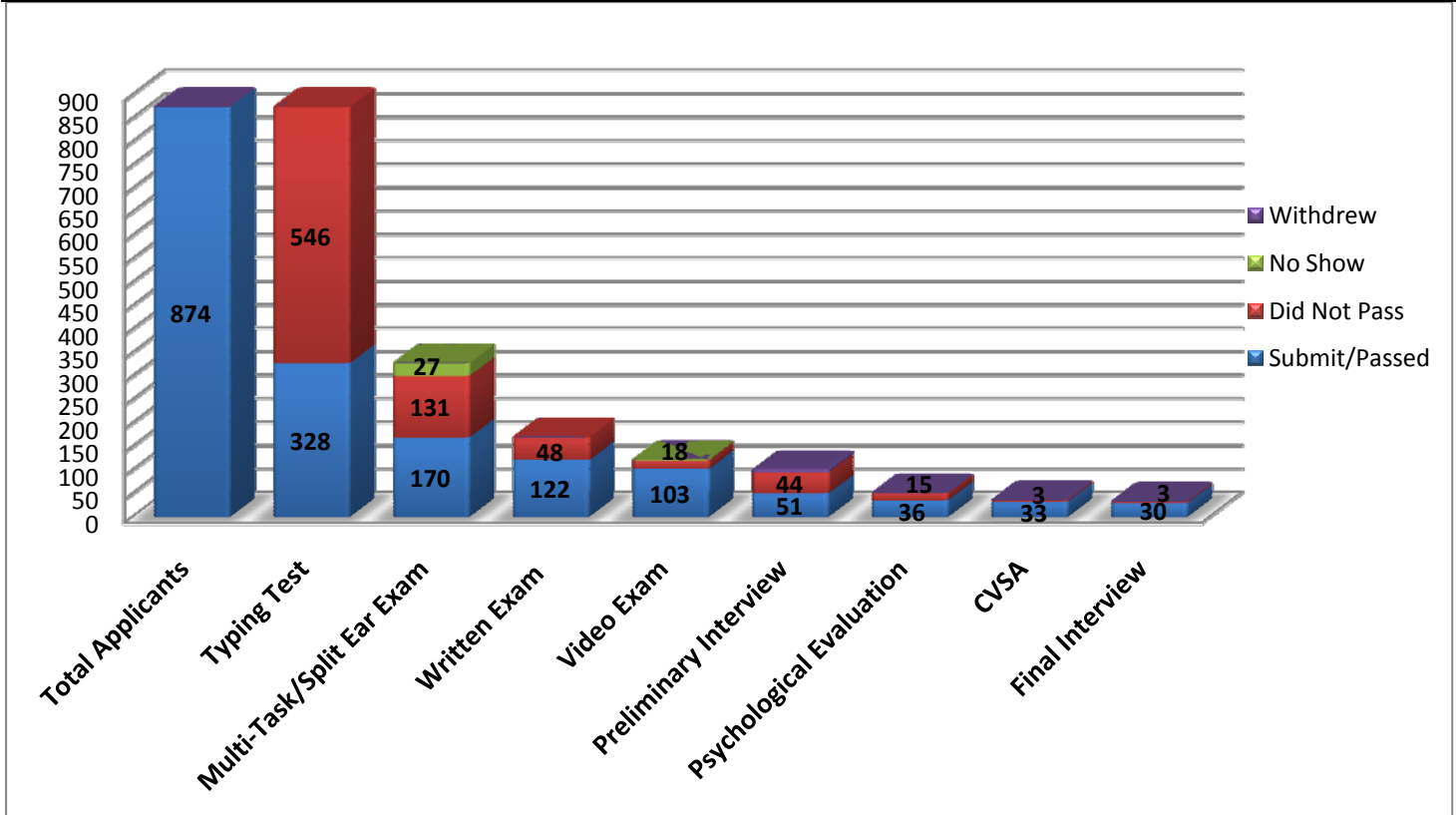
Total FIRE/EMS Incidents in 2010 = 56,606 – Average FIRE/EMS Incidents per day = 155

- NORCOM Employs rigorous quality control and reporting practices.
 - NORCOM conducted 1,117 quality assurance reviews on incoming emergency calls in 2010, with 96% meeting or exceeding standards.
 - A Performance Evaluation System provides for all NORCOM employees to receive annual performance evaluations. Telecommunicators who are still in training are evaluated at least quarterly.
 - NORCOM is proactive about providing feedback to telecommunicators regarding performance. This includes quarterly feedback from Team Supervisors based on quality assurance checks and informal real time monitoring. Once a performance concern is identified, there is rapid response to correct poor or inconsistent performance with the ultimate goal of meeting NORCOM standards and delivering excellent service to the public. This response includes coaching, counseling, and performance improvement plans.
- NORCOM reports out on agency performance on a monthly basis. Analysis of performance is used to make operational and agency changes designed to improve service to participating agencies and the public.

- NORCOM works to attract and retain a high quality workforce. Employees are empowered and trusted to make decisions, trained to understand the needs of the public and all public safety agencies served by the Agency.
 - NORCOM has an extensive testing and recruitment practice as it relates to telecommunicators. Applicants apply using the on-line tool, GovJobsToday, and initial testing begins once a typing certificate is received. NORCOM’s process has several unique aspects that are different than most of the standardized testing being done by other communications centers. The type of extensive selection process that NORCOM uses provides the “best of the best” candidate pool. At any given time there is some number of applicants applying at a variety of public safety dispatch centers in the Pacific Northwest, more specifically, Western Washington, and NORCOM, while on the one hand is in competition to attract applicants, great care is exercised to identify the most qualified candidates to invite to join the training academies. Using the extensive and well researched selection processes ensures that quality candidates are trained in the academies.

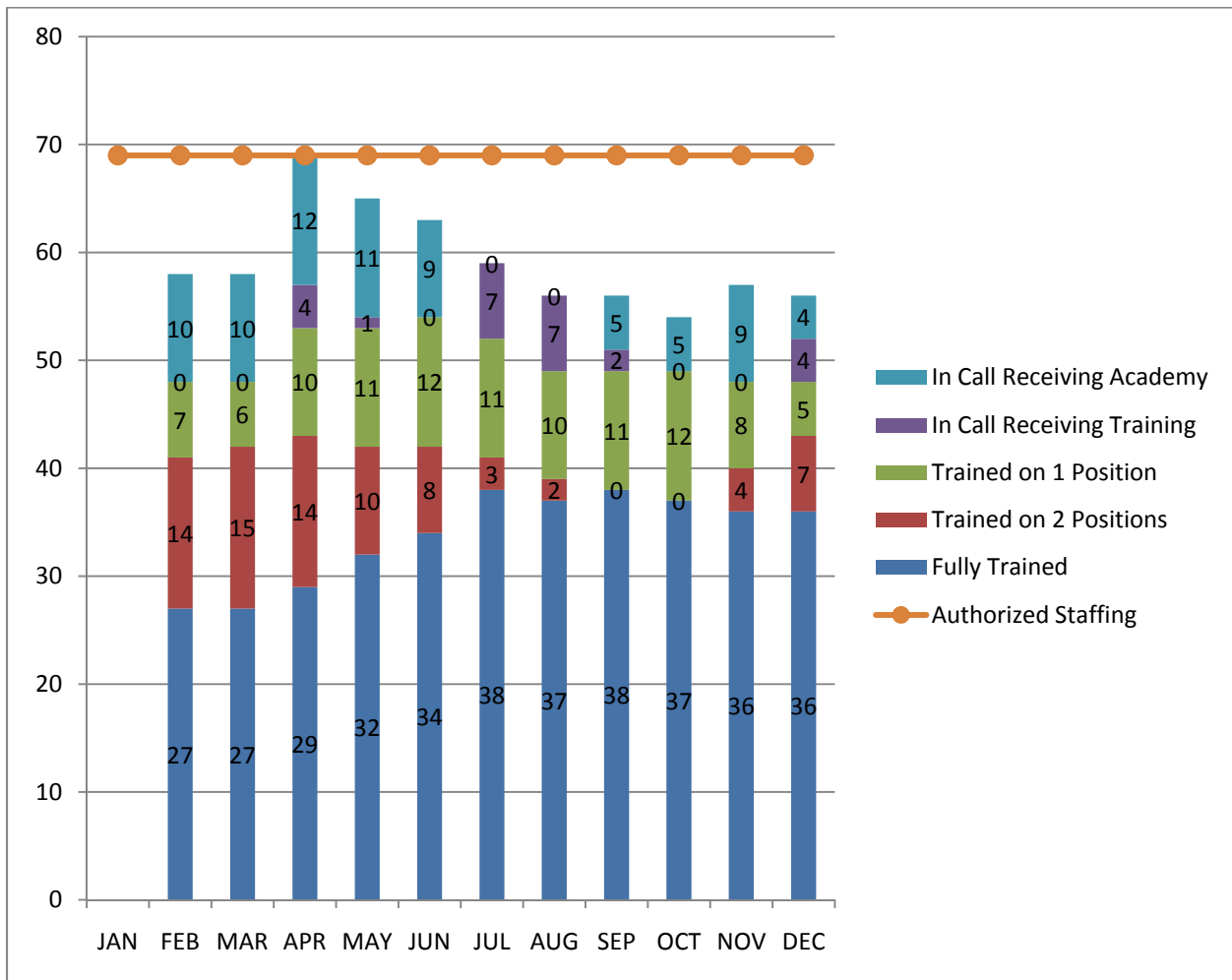
2010 Recruitment Statistics

Activity	Total Applicants	Typing Test	Multi-Task/Split Ear Exam	Written Exam	Video Exam	Preliminary Interview	Psychological Evaluation	CVSA	Final Interview
Submit/Passed	874	328	170	122	103	51	36	33	30
Did Not Pass		546	131	48	18	44	15	3	3
No Show	0	0	27	0	1	0	0	0	0
Withdrew	0	0	0	0	0	8	0	0	0



- NORCOM has made every effort to retain the workforce that is recruited by seeking to create a work environment where people are supported in their efforts and know they are contributing to a greater good. NORCOM has the benefit of having employees who are invested and engaged in the work they do because they want to serve their communities, and NORCOM shares these goals.
- During 2010, twenty-five newly hired telecommunicators successfully completed the Call Receiving Academy; fourteen employees were successfully trained and released to work as call receivers; eleven employees successfully completed training to work as police dispatchers; sixteen employees successfully completed training to work as fire dispatchers.

**Training:
Number of Trained Telecommunicators (2010)**



- Assessment centers are conducted for administrative and management positions. These are extensive processes that include multiple layers of evaluation using on-line assessment, written work, group dynamics exercises and structured interviews evaluated by professionals in related fields of work.

- NORCOM’s recognition program includes formal recognition for Semi-Annual Excellence Awards and annual Employee of the Year Awards. Nominations are solicited from all NORCOM personnel with the final selection for awards chosen by the Executive Director. Informal recognition is also given for CPR saves, babies delivered while the call receiver is on the phone, and other incidents of merit. Certificates are provided for recognition of various kudos, thank yous, positive feedback from participating agencies, and from co-workers and management.

Semi- Annual Excellence Award Recipients

January – June 2010

Charlene Inman Accounting & Benefits Specialist
 Heather Lehman Telecommunicator
 Stacey McShane Team Supervisor
 Barb Paulsen Telecommunicator

July – December 2010

Sandi Clark Member of the Technical Staff
 Jeremy Henshaw Telecommunicator
 Heather Facer Administrative Clerk – HR
 Becky McCracken Telecommunicator/CTO
 Mike Prill Telecommunicator

2010 King County Emergency Medical Services – Emergency Medical Dispatcher of the Year

Roky Louie Sustained Exemplary Performance
 Josh Baker Exemplary Handling of an EMS Incident



January – June 2010 Semi-Annual Excellence Award winners: Stacey McShane, Heather Lehman, and Charlene Inman. (Not pictured: Barb Paulson, who was presented her award at a later date.)



Telecommunicator Josh Baker – one of the recipients of the King County Emergency Medical Services – Emergency Dispatcher of the Year Award.

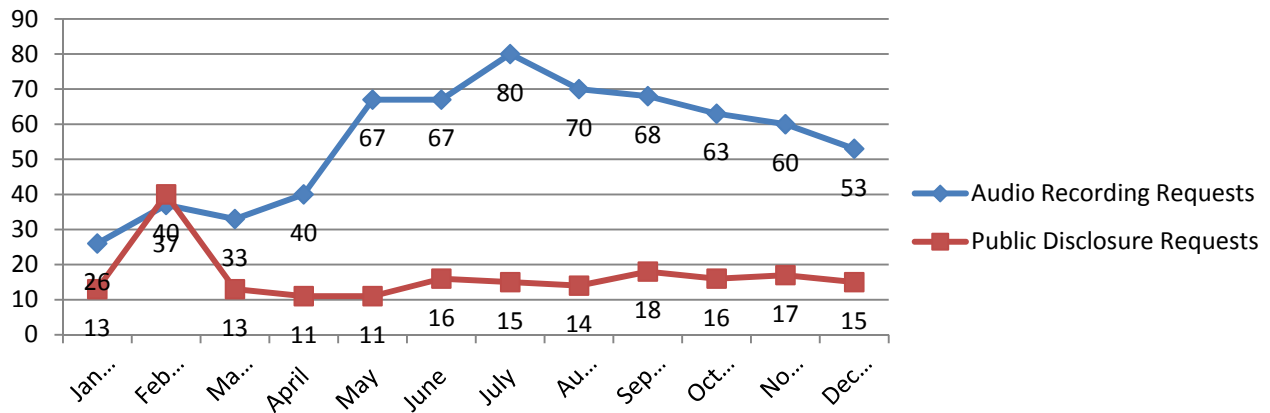
❖ **Provide a Good Value:** We will provide effective service while using resources wisely. *Be efficient.*

- NORCOM provides fee stability by minimizing large changes in capital expenditures and user operating fees from year to year.
 - Performance Measures were identified in order to better assess organizational costs and effectiveness.
 - NORCOM staff managed 2011 budget to keep costs below 10 year forecast estimates.
- Fees and charges are adopted that encourage effective and efficient use of agency resources; recognizes both the benefits of access to system capacity as well as actual system usage; addresses the need for continuous investment through capital reserves and contingency funds; and recognizes the different system usage characteristics of police and fire/EMS agencies.
- Continued implementation of New World System’s integrated technology provides CAD (computer-aided dispatch) police mobile messaging and field reporting, fire and EMS mobile messaging and records management and corrections.
 - Readies NORCOM’s users to retire numerous individual systems providing the same functionality.
 - Reduces costs incurred by NORCOM participants who no longer must support records management systems

❖ **Customer Service:** We shall provide the best possible service to the public, to member and subscriber agencies, and to other public safety service providers. The Agency shall actively listen to customers, anticipate their needs, and exceed their expectations. *Be responsive.*

- The NORCOM website is maintained with public records documents available to download directly from the site (Governing Board Meeting Minutes, ILA, budget documents, etc.).
- NORCOM responded to 664 audio recording requests from participating and subscriber agencies and 199 public records requests in 2010.

2010 Public Records & Audio Recording Requests



(Significant increase in February 2010 was due to large volume of public records requests related to Reverse 9-1-1.)

- More than 2,200 requests for technology support were received and resolved in 2010.
- NORCOM manages peaks in demand and maintains service standards.
 - Staffing levels are varied and determined by call activity. Increased staffing during peak periods and reduced staffing during non-peak periods allow for efficient call processing while still operating within limits of staffing model and budget.

❖ **Participatory Governance:** We will give all participating agencies, whether principal or subscribers, a meaningful voice in the operating decisions of the Agency. Agency employees shall be treated with respect and empowered to contribute to the success of the Agency. We will make decisions by consensus whenever possible, involving all parties. *Work together.*

- The Agency is governed through a board on which all principals have a voice and a vote.
- Operational decisions are made primarily through the use of two operational boards; one for police and one for fire/EMS. Both boards meet regularly, together and separately.
 - Operational procedures are reviewed and vetted by operational boards and Governing Board.
- NORCOM seeks to understand and address the unique needs of police, fire and EMS agencies as well as the disparate needs of small and large agencies, and strives to address these needs equitably in all operating and financial decisions.
 - Operational business decisions are discussed at operational boards where all agencies in attendance discuss and reach consensus.

❖ **Promote Interagency Collaboration, Communication and Interoperability:** We will operate in ways to enhance and promote these values by working for the good of everyone, not just those served by our Agency. We will be good neighbors. *Be open.*

- NORCOM operates in a way that is accountable and transparent to the public and participating agencies.
 - NORCOM conducts formal inquiry processes and provides timely feedback to employees and results to reporting party. An annual summary of inquiries is provided to NORCOM agencies.
 - Operational reports are provided to Governing Board and Joint Operations Board monthly.
 - Governing Board meetings are open to the public, and agendas and minutes are available on NORCOM's website.
 - All new position descriptions are circulated for "comment and review" to the Joint Operations Board. This process provides feedback and insight from the operational perspective. After a position description has been finalized and is ready to be opened for recruitment, it is posted on the NORCOM website which is available and accessible to the general public and NORCOM employees.
 - Progress about open recruitment is reported at both the Joint Operations and Governing Board meetings until positions are filled and the successful candidate is named. If NORCOM is unable to fill a position, the Boards are also notified and recruitment is extended or re-opened.

- Both the Joint Operations and Governing Boards are kept up to date regarding the status of NORCOM staffing as it relates to Telecommunicators. They are advised monthly of any voluntary or involuntary terminations and current testing and recruitment efforts. Both Boards are kept well advised of how current labor markets are testing and provided with best estimates on NORCOM's ability to meet staffing needs.
 - NORCOM responded to 175 public disclosure requests in 2010.
- ❖ **Consider the Future:** We will continuously identify public and customer needs and changes in the public safety environment. We will be willing to bring in new partners or assume new responsibilities over time, if doing so is consistent with the Core Mission. *Be innovative.*
- NORCOM implemented servers in a virtual configuration to reduce:
 - Amount of hardware
 - Operating costs
 - Floor space
 - Time to restore service
 - Interval required to deploy new technologies
 - Software tools were installed to allow remote support of computers and to speed restoration of service and implementation of changes and enhancements.

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 and 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 are 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 millions of dollars in costs associated with technology replacement at multiple communications centers.

Higher Degree of Decision-Making and Control

NORCOM offers its partner agencies a higher level of decision-making and control over dispatch functions. Under the NORCOM governance model, all partners 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 the NORCOM. Elected officials from each of the partner agencies also play an important oversight role for the organization.

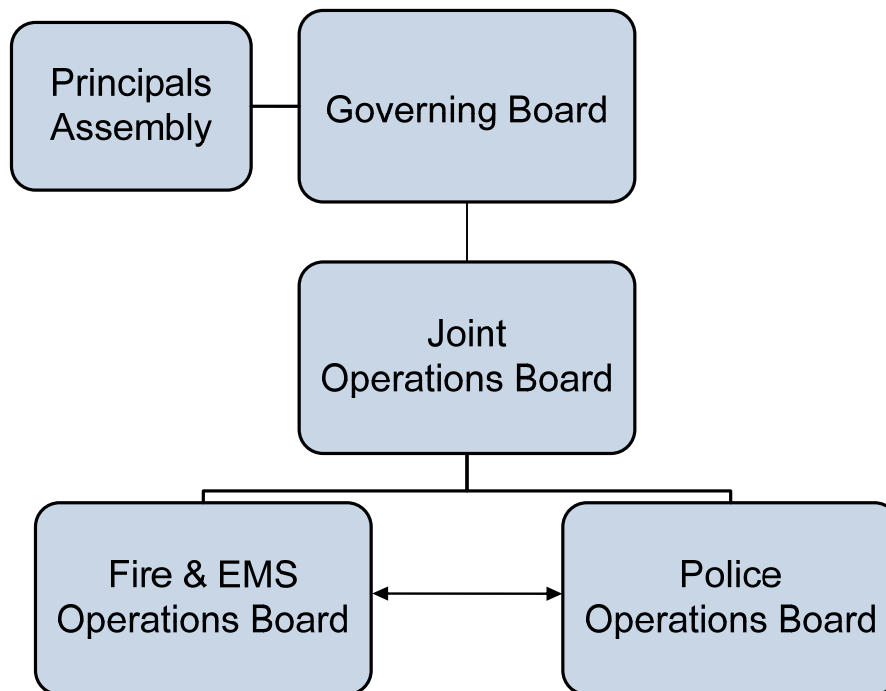
Greater Certainty and Ability to Control Costs

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 Model

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.

NORCOM Governance Organization



Governance Boards and 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 an 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 Governance Board and to the Executive Director of the agency. The two service boards meet regularly both separately, and together as a united “Joint Operations 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.

2010 Accomplishments

- ❖ Developed and conducted the selection and promotion process for one new Team Supervisor.
- ❖ Began implementation of performance measures to better assess organizational costs and effectiveness.
- ❖ Added a Member of Technical Staff to support implementation of Next Generation 911.
- ❖ Conducted two Assessment Processes for the following positions: Technology Team Member—Next Generation 911 and Administrative Clerk for Human Resources.
- ❖ Continued to engage in the bargaining process with the NORCOM Associated Guild, actively working toward a contractual bargaining agreement.
- ❖ Successfully participated in NORCOM's second Single Audit of Federal Funds with no findings.
- ❖ Successfully participated in NORCOM's second Financial Statement and Accountability Audit with no findings or misstatements reported.
- ❖ Participated in National Night Out for the third consecutive year—bringing NORCOM into the community and partnering with Bellevue Police Department.
- ❖ Received APCO, International Project 33 Certification for NORCOM Training Program.
- ❖ Implemented Quality Assurance Program for radio dispatch (police and fire).
- ❖ Began process to become a partner agency with NCMEC (the National Center for Missing and Exploited Children). Estimated completion May, 2011.
- ❖ Entered into contract with the Commission on Accreditation for Law Enforcement Agencies (CALEA) in April 2010. Self Assessment phase in progress.
- ❖ Completed all telecommunicator training for former Eastside and Kirkland Personnel.
- ❖ Completed training for all telecommunicators hired in 2009 (call receiver, police dispatch, and fire dispatch).
- ❖ Implemented NOTIS (NORCOM Technology Issue System), received more than 2200 support requests and provided technology users with direct feedback and real-time status concerning resolution technology issues.



APCO, International recognition of NORCOM for achieving Project 33 Certification for the NORCOM Training Program.

2010 Accomplishments (continued)

- ❖ Shifted operation from servers and storage hosted by the City of Kirkland to servers and storage operated by NORCOM.
- ❖ Reconfigured telephone system to speed answering of 911 calls, improve real-time management of telecommunicators and to optimize staffing.
- ❖ Improved E911 call answering performance.
- ❖ Successful completion of WSP ACCESS tri-annual audit.
- ❖ Installation of four additional call receiving consoles in anticipation of future growth.
- ❖ Implementation of fire move-up module.

2011 Challenges

- ❖ Successful completion and ratification of labor agreement for telecommunicators.
- ❖ Recruiting and hiring an adequate number of qualified employees to meet NORCOM's standards of performance and professionalism.
- ❖ Balancing the operational needs of both police and fire/EMS stakeholders with the staffing model that has been adopted and funded in the operations budget.
- ❖ Implement staffing schedule that supports peak workload demands without overtime.
- ❖ Establish relationships with all of the NORCOM customers and understand their concerns and service delivery expectations.
- ❖ Complete implementation of New World Systems CAD (Computer-Aided Dispatch), records management and mobile computer system.
- ❖ CALEA accreditation (possible delay in accreditation date due to ongoing contract negotiations).
- ❖ Supporting operations with a high percentage of employees in training.
- ❖ Development of strategy for long term facility needs.
- ❖ Implement offsite back-up servers system.
- ❖ Decommission technologies made obsolete by New World Systems.
- ❖ Make operational four call receiver positions.
- ❖ Enhance Alpha-Numeric Paging System performance in Redmond.

Technology Project

Start-up Technology

NORCOM began operation on July 1, 2009 using the New World Systems technology formerly operated by the City of Kirkland Police. Bellevue and Clyde Hill Police were added to the New World System with the servers located at the City of Kirkland and call receivers and dispatchers located at NORCOM's communication center in Bellevue. Fire and EMS operations are unchanged and continue to be supported by the technologies used prior to NORCOM's start-up.

In early 2010 NORCOM implemented servers at NORCOM and transitioned its New World technology to the new servers.

Next Generation New World Technology

During 2010 NORCOM has been testing New World's next generation software and guiding the development by New World to assure that the software meets NORCOM's requirements.

When New World's CAD (computer-aided dispatch) software has been adequately developed and tested to meet NORCOM's needs, use of the current New World software will stop.

Police Records Management System Conversion

During 2010 Bellevue and Clyde Hill Police transitioned from writing reports using pen and paper to using New World's field reporting and automatic merging in to the integrated New World Records Management System. To prepare for the transition to the new CAD software all NORCOM police agencies have been required to upgrade the software used for mobile messaging and field reporting. Bellevue and Clyde Hill police started on conversion of data from the existing records management systems to New World. This work is expected to complete in 2011.

After all of the records are converted, the existing records management systems will be decommissioned.

Fire and EMS

Technology development for fire and EMS continued by New World Systems with frequent reviews of the software by NORCOM and its participating agencies.

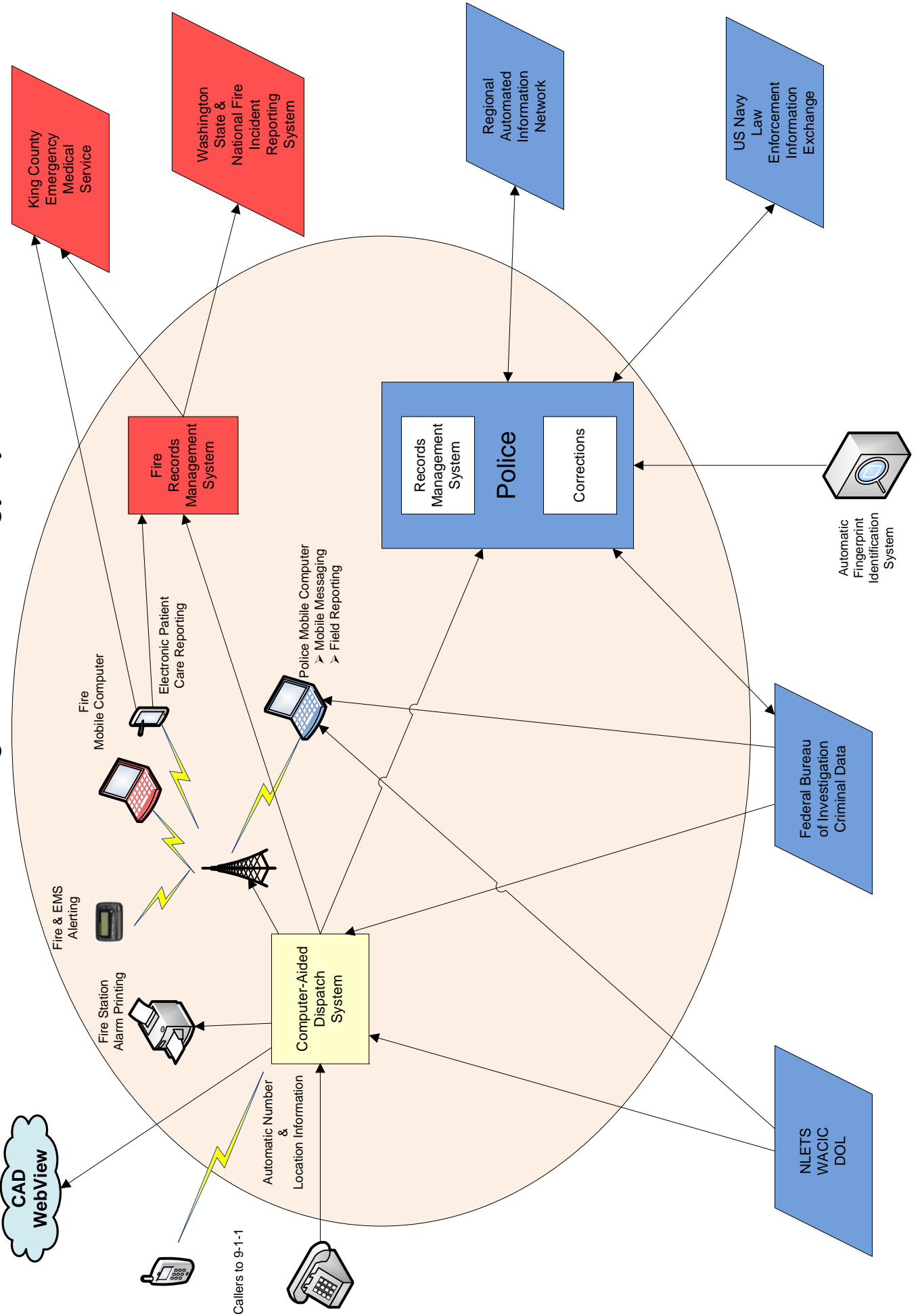
Individuals from each of NORCOM's fire and EMS agencies participated in development, configuration, conversion and testing of the fire computer-aided dispatch, mobile and records management systems. Each fire department continued its involvement with the technology project.

Regional Collaboration

Snohomish County is supported by two emergency communications centers – SNOCOM and SNOFAC. In 2009 both of these agencies executed agreements with New World Systems to procure the same technology selected by NORCOM. The Snohomish County agencies are continuing with the deployment of New World technology and have included plans to link together NORCOM, SNOCOM and SNOFAC, allowing the CAD systems to assign resources from each other's agencies and further reducing response times and increase service levels to those requiring police, fire and EMS service.

Jefferson County signed an agreement with NORCOM that leverages NORCOM's procurement process with New World and allows Jefferson County to procure similar technology from New World. NORCOM's formation, and its exclusive focus on emergency communications, continues to provide increased collaboration among the communications centers and Fire, EMS and law enforcement across the county border.

NORCOM – Integrated Technology System

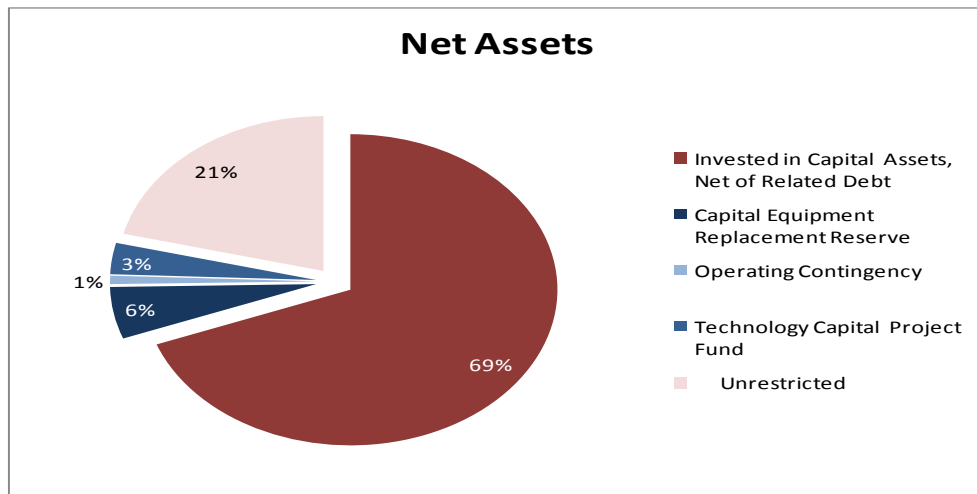




Date: April 8, 2011
 To: Principals Assembly
 From: Gwen Pilo, Finance Manager
 RE: 2010 Financial Summary

NORCOM ended 2010 within budget and is now in the process of determining how unspent funds from 2010 should be applied. Once the most important areas of need are identified the Governing Board will be presented with a proposal to amend the 2011 budget.

NORCOM's Net Assets at the end of 2010 total \$6.9 million. The largest portion of NORCOM's Net Assets is invested in Capital Assets. Capital Equipment Reserves (\$375,000) and Contingency (\$61,165) equal 7% of the Net Assets. 3% of Net Assets is designated for the Technology Capital Project. The breakdown of Net Assets is depicted in the graph below.



A summary of NORCOM's Capital Assets at December 31, 2010 is shown below:

	Beginning Balance as of <u>1/1/2010</u>	<u>Additions</u>	<u>Deletions</u>	Ending Balance as of <u>12/31/2010</u>
Capital Assets, not being depreciated:				
Projects-in-progress	\$ 1,493,881	\$ 1,098,998	\$ -	\$ 2,592,879
Capital assets, being depreciated:				
Machinery and Equipment	2,328,509	691,573	(5,546)	3,014,536
Less: Accumulated Depreciation	(227,937)	(589,369)	792	(816,514)
Capital Assets, being depreciated net	\$ 2,100,572	\$ 102,203	\$ (4,754)	\$ 2,198,021
 Total Capital Assets, net	 \$ 3,594,453	 \$ 1,201,201	 \$ (4,754)	 \$ 4,790,900

Projects-in-Process consist of the New World CAD/RMS project. The chart below shows what has been spent to date and NORCOM's remaining commitment of \$1.2 million. NORCOM anticipates completing the Technology Project in 2011.

New World Technology Project	Spent to Date	Increase from Change Orders	Remaining Commitment
2008	\$ 521,072		\$ 2,927,902
2009	\$ 972,809		\$ 1,955,093
2010	\$ 830,976	\$ 155,702	\$ 1,279,819
Total Spent to Date	\$ 2,324,857		

The City of Bellevue acquired several grants for NORCOM and is responsible for passing the funds through to NORCOM. The Auditor's Office requires NORCOM to report federal grant funds that were expended. The chart below shows the grants that have been awarded and the money NORCOM has expended from each.

	COPS 1	COPS 2	UASI	St. of WA
Amount of Grant	\$ 355,414	\$ 1,402,950	\$ 1,498,500	\$ 740,625
Amount Expended				
2008	-	521,072	-	-
2009	73,690	881,878	-	-
2010	281,724	-	631,340	489,470
Amount Remaining	\$ -	\$ -	\$ 867,160	\$ 251,155

The remaining grant funds will be spent in 2011.

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 a chart that compares the Business and Services 10 year outlook to NORCOM's actual budget for the first 3 years.

Year	Budgeted Outside Revenue	10 Year Forecast	Budget Less Forecasted
2009	1,238,838	1,238,838	-
2010	1,124,100	1,271,048	(146,948)
2011*	1,355,355	1,304,095	51,260

Year	Budgeted Assessments	10 Year Forecast	Budget Less Estimated
2009	8,834,581	8,760,882	73,699
2010	9,009,707	8,984,606	25,101
2011*	9,218,611	9,327,837	(109,226)

Year	Budgeted Expenditures	10 Year Forecast	Budget Less Estimated
2009	10,073,419	9,999,720	73,699
2010	10,266,121	10,255,654	10,467
2011*	10,573,966	10,631,932	(57,966)

* Budget numbers do not include Kirkland Annexation

NORCOM

2012

BUDGET POLICY

DOCUMENTS



March 11, 2011

NORCOM Governing Board and Principals:

On February 17th, 2011, the NORCOM Joint Operation Board reviewed and approved the Proposed 2011 budget Policy as submitted by NORCOM Finance manager Gwen Pilo on behalf of NORCOM Executive Director Chris Fischer. This is consistent with the provisions of the ILA, which require NORCOM provide a proposed budget policy to the Principals each year for their approval.

The NORCOM Joint Operations Board recommends the Governing Board to approve and adopt the Proposed 2011 Budget Policy as set forth by NORCOM, and subsequently approved by the Joint Operations Board.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Linda Pillo". The signature is fluid and cursive, with a large loop at the end.

Linda Pillo, Chair
NORCOM Joint Operations Board



February 17, 2011

Joint Operations Board members:

Consistent with the NORCOM Interlocal Agreement the 2012 Budget Policies have been developed and are attached for your review. We will be prepared for discussion and recommendation at the February meeting of the Joint Operations 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 2012 operating budget utilizing the 2012 Budget Policies. This will be the third budget to reflect a full year of NORCOM operations.

NORCOM budget policy development starts with an understanding of service levels and issues impacting operations. Performance Measurement will also drive funding decisions in the 2012 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,
Chris Fischer
Executive Director, NORCOM

NORCOM

2012 Proposed Operating Budget

Budget Policy

Discussion Paper

February 17, 2011

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.

The budget process is linked to the adopted business plan that served as the foundation for the formation of NORCOM by using those assumptions as guidance for the development of the 2012 operating budget. This will be the third budget to reflect a full year of NORCOM operations.

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 collaborated to identify what our priorities as a dispatch agency are. With the assistance of the Finance Committee and Joint Operations Board, these priorities will be identified and objectives set for approval by the Governing Board. 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. 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 Operations 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) are 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 for the next several years and 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 will maintain an Operating Contingency 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 Contingency at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. The Operating Budget is defined as the operating fund less onetime expenses.
- 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.
- 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 2012 Budget

- NORCOM is approaching the development of the 2012 budget using a zero based budget strategy to insure that all costs are validated and justified. NORCOM's strategy is to develop a baseline budget reflecting an increase of zero or less in operating funds for 2012. Any increases to service levels or service enhancements will be brought to the Governing Board for approval.

2012 BUDGET CALENDAR

JANUARY

Executive Director presents Budget Policy to Joint Op. Board/ILA 12(b) January 20

MARCH

Joint Operating Board transmits policies to principals/ILA 12(b) by March 11

APRIL

Joint Ops Board presents proposed budget policy at Principles Assembly/ILA 8 April 8

MAY

Principals Assembly provides review and comment to Governing Board by May 1

Governing Board adopts budget policy/ILA 12(b) May 13

Budget development complete by May 31

JUNE

Executive Director presents proposed budget to Joint Op. Board/ILA 12(c) June 16

User Fee update complete June 30

AUGUST

Proposed budget transmitted to Governing Board/ILA 12(c) by August 1

Public hearing & budget approval by Governing Board/ILA 12(c) August 12

SEPTEMBER

Participating agencies advised of 2012 budget and user fees/ILA 12(c) by September 5

DECEMBER

Approval by the legislative authorities of each Principal/Subscriber/ILA 12(c) by December 8

Governing Board adopts final budget/ILA 12(c) December 9