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April 5, 2010

Dear Members of the Principals Assembly,

It is with great pleasure that I welcome you to the third annual Principals Assembly. We have accomplished a great deal since we last met and we are excited about providing you with a complete update. It is hard to believe that it has been nine months since NORCOM went “live.” So while we have made tremendous progress, there is still work to do.

One of our most important accomplishments continues to be the creation of an outstanding management team. Under Executive Director Chris Fischer’s very able leadership, this group of high quality staff has systematically worked through a complex set of implementation issues. These issues have ranged from staffing to technology and from operational protocols to budgets. Integral to this entire effort has been the very active involvement of our Governing Board and staff from all the NORCOM member agencies. We would not be where we are without their expertise, dedication and encouragement.

Even though we focused on the July 1st “go live” date, we fully recognize that this is just the beginning of an ongoing commitment to provide the highest quality services to our communities and public safety staff. We embrace this challenge and are very appreciative of your support and guidance in this effort.

Sincerely,

Marcus Kramer, Chief
Chair of the NORCOM Governing Board

North East King County Regional Public Safety Communications Agency
P.O. Box 50911 • Bellevue, WA 98015-0911 • Phone 425-577-5700
NORCOM
Regional Public Safety Communications Plan
Presented to the Principals Assembly
April 9, 2010

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, 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 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 are:

- Defined services to be provided;
- Recommended 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.
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 is consistently meeting the King County 9-1-1 Call Answering Standard.
  - NORCOM is working to consistently meet police call to dispatch performance standards.
  - NORCOM is working to consistently meet fire call to dispatch performance standards.

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

- **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.*
  - Creation of the NORCOM Website with public records documents available to download directly from site (Governing Board Meeting Minutes, ILA, etc.)

- **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.*

- **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.*

- **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.*

OPERATING PRINCIPLES

- Operate in a way that is accountable and transparent to the public and participating agencies.
  - Formal inquiry process – timely feedback provided to employees and results provided to reporting party. Annual summary provided to participants.
  - Operational reports provided to Governing Board and Joint Operations Board monthly.
- Governing Board Meetings are open to the public, and agendas and minutes 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 recruitments 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. Monthly they are advised 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 our best estimations as to being able to meet staffing needs.

- NORCOM has responded to 158 public disclosure requests since July 1, 2009.

  - Govern the Agency through a board on which all principals have a voice and a vote.

  - Make operational decisions primarily through the use of two operational boards; one for police and one for fire/EMS. Both boards shall meet regularly, together and separately.

    - Operational procedures reviewed and vetted by operational boards and Governing Board.

    - Boards met twice a month prior to go-live and monthly since go-live.

  - Seek to understand and address the unique needs of police, fire and EMS agencies as well as the disparate needs of small and large agencies. We will strive 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.

  - Work to attract and retain a high quality workforce. Our workers will be empowered and trusted to make decisions, trained to have a superb understanding of the jurisdictions and territories they serve, and highly 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 to its process that are different than most of the standardized testing being done by other communications centers.
As a result, and in conjunction with an excellent Problem Based Learning model in the Academy, NORCOM has experienced a 100% success rate so far in every Academy.

- For administrative and management positions, assessment centers are conducted. These are extensive processes that include multiple layers of evaluation of on-line assessment, written work, group dynamics exercises and structured interviews in front of panels of 2 or 3 professionals in related fields of work.

- NORCOM has made every effort to retain the workforce we have recruited by seeking to create a work environment where people are supported in their efforts and know they are contributing to a greater good. We have the benefit of having employees who most often are invested in the work they do because they want to serve their communities and NORCOM can partner with them.

- Thirty employees have completed the Call Receiving Academy with a 100% completion rate. Twenty-five employees have successfully completed training to work as call receivers. Ten employees have successfully completed training to work as fire dispatchers. Seven employees have successfully completed training to work as police dispatchers.

- Recognition Program developed and implemented.

  - Manage peaks in demand and maintain 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.

  - Employ rigorous quality control and reporting practices.
    - NORCOM has conducted 1,117 quality assurance reviews on calls with a 99.6% average compliance level.

    - Performance Evaluation System has been created and implemented.

  - Manage Agency budget to control or reduce costs.

  - Provide fee stability by minimizing large changes in capital expenditures and user operating fees from year to year.

  - Adopt fees and charges 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.
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

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NORCOM Structure

Principals Assembly ➔ Governing Board ➔ Fire and EMS Operations Board ➔ Police Operations Board
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**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 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.
NORCOM Accomplishments
2009/2010

1. Selection and hiring of Team Supervisors
2. Certification as a law enforcement agency with the FBI
3. Execution of lease for NORCOM’s operation at Bellevue City Hall
4. Design, testing, and go-live of NORCOM backup center
5. Operational go-live on July 1st
6. Communications Center remodel
7. Administrative area remodel
8. TeleStaff scheduling software implementation
9. Creation of King County EMS Dispatch Performance Standards
10. Improved emergency call processing methods
11. Execution of backup agreements with Bothell, Redmond, Issaquah, and WSP
12. Developed three additional position descriptions: Accounting and Benefits Specialist; Technology Team Lead; Administrative Clerk for Human Resources.
13. Conducted four Assessment Processes for the following positions: Accounting and Benefits Specialist; Technology Team Lead; Administrative Clerk for Human Resources; Team Supervisor
14. Conducted four Telecommunication Recruitment processes and hired a total of 40 Telecommunicators.
15. Engaged in the bargaining process with the NORCOM Associated Guild actively working toward a contractual bargaining agreement.
16. Completed Capital Asset Inventory Database.
17. Successfully participated in NORCOM’s first Single Audit of Federal Funds with one item reported as a finding. The Finance Department and Technology Department have reviewed and implemented a process to resolve the deficiency in internal controls.
18. Successfully participated in NORCOM’s first Financial Statement and Accountability Audit with no findings or misstatements reported.
NORCOM Go-Live
July 1, 2009 – 0000 Hours

Reader Board in Communications Center Shortly After Go-Live

At 0000 – New World Trainer Judy Billings-Behensky assists NORCOM Telecommunicator with New World CAD. Executive Director Chris Fischer & Operations Manager Kevin Bostrom in background.

NORCOM Technology Manager Mark Nelson and New World Project Manager Richard Netzley work to bring CAD and other technology online.

NORCOM Telecommunicator Staci Miner processes one of the first NORCOM 911 Calls.

All hands on deck for Go live – HR Manager Susan Beisheim, Finance Manager Gwen Pilo, and Administrative Assistant Tami McNeal
NORCOM Remodel
July 13-17, 2009

NORCOM Communication Center Reconfiguration and Addition of Workstations

NORCOM Telecommunicators & Team Supervisors occupy Back-Up Center during Remodel
NORCOM Dedication & Open House
November 13, 2009

NORCOM Executive Chris Fischer welcomes Guests at NORCOM’s Dedication & Open House.

Rich Conrad, Mercer Island City Manager and Governing Board Vice-Chair.

Executive Director Chris Fischer presents former Governing Board Chairman and Kirkland City Manager, Dave Ramsay, with a plaque expressing appreciation for his leadership and dedication to NORCOM.

Operations Manager Kevin Bostrom explains NORCOM operations to visitors.

Cake & punch reception held after ceremony in NORCOM’s conference room.
NORCOM
2010/2011 Challenges

1. Timely completion of labor agreement.
2. Utilization of two CAD systems for police and Fire/EMS for a period of time;
3. Employing change management techniques to deal with the integration of staff from the two existing communications centers, and employees new to the staff;
4. Recruiting and hiring an adequate number of qualified employees to meet NORCOM’s standards of performance and professionalism;
5. Communicating regularly with employee groups and stakeholders to insure information is current and correct.
6. 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.
7. Implement staffing schedule that supports peak workload demands without overtime;
8. Blending the cultures of two former communications centers to create a NORCOM culture and identity.
9. Establishing relationships with all of the NORCOM customers and understanding their concerns and service delivery expectations.
10. Development and implementation of new fire CAD system
11. CALEA accreditation and APCO certification of NORCOM’s Training Program
12. High percentage of employees in training
13. Kirkland annexation
14. Planning for a new facility
15. Management Team succession planning
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 is transitioning its New World technology to NORCOM.

Next Generation New World Technology:

In May, NORCOM expects to begin testing New World’s next generation software and will continue testing throughout 2010.

When NORCOM has determined that the next generation computer-aided dispatch system performs adequately to support NORCOM’s police operation, use of the current New World software will stop.

Police Records Management System Conversion:

Bellevue Police continues to develop and test field reporting and the automatic merging in to the integrated New World System. It is anticipated that this work will complete during the second quarter. Clyde Hill has not yet started on its field reporting and data conversion because of limited availability of resources.

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

Fire and EMS technology development continues by New World Systems with frequent reviews of the software by NORCOM and its participating agencies.

Individuals have been identified by each of NORCOM’s fire and EMS agencies to participate in development, configuration, conversion and testing of the fire computer-aided dispatch, mobile and records management systems. Each fire department has committed its support and involvement to the technology project.

Regional Collaboration:

Snohomish County is supported by two emergency communications centers – SNOCOM and SNOPAC. In 2009 both of these agencies executed agreements with New World Systems to procure the same technology selected by NORCOM. Although there have not yet been any formal discussions, it will be possible to link together NORCOM, SNOCOM and SNOPAC, 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.

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.
March 9, 2010

NORCOM Governing Board and Principals,

On February 18, 2010 the NORCOM Joint Operations Board reviewed and approved the Proposed 2011 Budget Policy as submitted by Chris Fischer, NORCOM Executive Director and Gwen Pilo, NORCOM Finance Manager. This is consistent with the provisions of the ILA, which require NORCOM to submit a proposed budget policy to the Principles for approval.

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

Respectfully,

Chris Tubbs, Chair
Norcom Joint Operations Board
January 21, 2010

Joint Operations Board members:

Consistent with the NORCOM Interlocal Agreement the 2011 Budget Principles have been developed and are attached for your initial review. We will be prepared for discussion at the February meeting of the Joint Operations Board with required approval 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 2011 operating budget utilizing the 2011 Budget Principles. This will be the second budget to reflect a full year of NORCOM operations which will help us identify and refine costs of operations.

NORCOM budget policy development starts with an understanding of service levels and issues impacting operations. It is the responsibility of the Joint Operations Board to recommend and present these budget principles to the Governing Board and Principles Assembly in April and we are looking forward to working with you to that end.

Regards,

Chris Fischer
Executive Director, NORCOM

North East King County Regional Public Safety Communications Agency P.O. Box 50911 • Bellevue, WA 98015-0911 • Phone 425-577-5700
NORCOM
2011 Proposed Operating Budget
Budget Policy
Discussion Paper
January 13, 2010

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 2011 operating budget. This will be the second 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. With the assistance of the Finance Committee and Joint Operations Board, goals are 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 the budget develops, allocates, manages and controls financial resources available to NORCOM. 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.

• 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, KEMS 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 continue to maintain an Operating Contingency at a level equal to at least 5% of the total Operating Budget. These reserves shall be maintained on the assumption that certain expenditures will become necessary which cannot be foreseen and planned in the budget because of the occurrence of some unusual or extraordinary event.
• 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.

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, 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 2011 Budget

- Due to active, unresolved labor negotiations labor costs may have to be estimated to reflect compensation and benefits provided to bargaining unit consistent with the labor market.

- NORCOM is in the process of identifying various programs that may need to be adjusted and presented for approval based upon more current information as service level needs are identified and classified.

- Kirkland’s annexation process was successful and will be effective June 1, 2011. A supplemental budget will be created detailing the assumptions and impacts to affected areas.

- NORCOM will strive to present a zero based operations budget for 2011. Due to the changing economic environment options for reductions to the operating budget will also be provided for consideration.

2011 BUDGET CALENDAR

<table>
<thead>
<tr>
<th>JANUARY</th>
<th>MARCH</th>
<th>APRIL</th>
<th>MAY</th>
<th>JUNE</th>
<th>JULY</th>
</tr>
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<tbody>
<tr>
<td>Executive Director presents 2011 Budget Policy to Joint Op. Board/ILA 12(b)</td>
<td>Joint Operating Board transmits policies to Principals/ILA 12(b)</td>
<td>Joint Ops Board presents proposed budget policy at Principles Assembly/ILA 8</td>
<td>Principals Assembly provides review and comment to Governing Board</td>
<td>Executive Director presents proposed budget to Joint Op. Board/ILA 12(c)</td>
<td>Proposed budget transmitted to Governing Board/ILA 12(c)</td>
</tr>
<tr>
<td>January 21</td>
<td>by March 15</td>
<td>April 9</td>
<td>by May 1</td>
<td>June 17</td>
<td>by August 1</td>
</tr>
<tr>
<td>Governing Board adopts budget policy/ILA 12(b)</td>
<td>2010 Budget Development Complete</td>
<td>Budget approved by Governing Board/ILA 12(c)</td>
<td>May 14</td>
<td>User Fee Update Complete</td>
<td>by August 30</td>
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<td>June 30</td>
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<td>SEPTEMBER</td>
<td>DECEMBER</td>
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<tr>
<td>Participating Agencies advised of 2011 budget and user fees/ILA 12(c)</td>
<td>Approval by the legislative authorities of each Principal/Subscriber/ILA 12(c)</td>
<td>Public Hearing &amp; Governing Board adopts final budget/ILA 12(c)</td>
<td>by September 5</td>
<td>by December 9</td>
<td>December 10</td>
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Date: April 9, 2010
To: Principals Assembly
From: Gwen Pilo, Finance Manager
RE: 2009 Financial Summary

NORCOM ended 2009 within budget and is now in the process of determining how unspent funds from 2009 should be applied. Once the most important areas of need are identified the Governing Board will be presented with a proposal to amend the 2010 budget.

NORCOM’s Net Assets at the end of 2009 are $4.7 million. The breakdown of Net Assets is depicted in the graph below.

![Net Assets Graph]

A summary of NORCOM’s Capital Assets at December 31, 2009 is shown below:

<table>
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<tr>
<th></th>
<th>Beginning Balance as of 1/1/2009</th>
<th>Additions</th>
<th>Deletions</th>
<th>Ending Balance as of 12/31/2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Assets, not being depreciated: Projects-in-progress</td>
<td>$521,072</td>
<td>$972,809</td>
<td></td>
<td>$1,493,881</td>
</tr>
<tr>
<td>Capital assets, being depreciated: Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Machinery and Equipment</td>
<td></td>
<td>2,299,189</td>
<td></td>
<td>2,299,189</td>
</tr>
<tr>
<td>Other Improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td></td>
<td>(226,865)</td>
<td></td>
<td>(226,865)</td>
</tr>
<tr>
<td>Capital Assets, being depreciated net</td>
<td>$</td>
<td>$2,072,324</td>
<td>$</td>
<td>$2,072,324</td>
</tr>
<tr>
<td>Total Capital Assets, net</td>
<td>$521,072</td>
<td>$3,045,133</td>
<td>$</td>
<td>$3,566,205</td>
</tr>
</tbody>
</table>
Projects-in-Process consist of the New World technology project. The chart below shows what has been spent to date and NORCOM’s remaining commitment of $1.9 million.

<table>
<thead>
<tr>
<th>New World Technology Project</th>
<th>Spent to Date</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$521,072</td>
<td>$2,927,902</td>
</tr>
<tr>
<td>2009</td>
<td>$972,809</td>
<td>$1,955,093</td>
</tr>
<tr>
<td>Total Spent to Date</td>
<td>$1,493,881</td>
<td></td>
</tr>
</tbody>
</table>

The City of Bellevue acquired several grants for NORCOM and is responsible for passing the funds through to NORCOM. The Washington State 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.

<table>
<thead>
<tr>
<th></th>
<th>COPS 1</th>
<th>COPS 2</th>
<th>UASI</th>
<th>St. of WA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of Grant</td>
<td>$355,414</td>
<td>$1,402,950</td>
<td>$1,498,500</td>
<td>$740,625</td>
</tr>
<tr>
<td>Amount Expended</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>-</td>
<td>521,072</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2009</td>
<td>73,690</td>
<td>881,878</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2010</td>
<td>54,750</td>
<td>-</td>
<td>306,266</td>
<td>-</td>
</tr>
<tr>
<td>Amount Remaining</td>
<td>$226,974</td>
<td>$</td>
<td>$1,192,234</td>
<td>$740,625</td>
</tr>
</tbody>
</table>

In the first three months of 2010 approximately 20% of the operating budget has been spent. The NORCOM team worked hard to minimize expenses in the months prior to “go-live” and we continue to do so as we move forward. Ever mindful of the economic situation, the NORCOM team is currently looking to the future to identify service levels and customer needs, while focusing on efficiency and cost savings.
Quality Assurance Reviews – All Police Priority 1 & 2 calls are reviewed as well as additional police, fire, and medical calls for all Telecommunicators released to work as Call Receivers.

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>Number Reviewed</th>
<th>% Meeting or Exceeding Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 Q3</td>
<td>438</td>
<td>99.97%</td>
</tr>
<tr>
<td>2009 Q4</td>
<td>488</td>
<td></td>
</tr>
<tr>
<td>2010 Q1(Partial)</td>
<td>191</td>
<td>99.95%</td>
</tr>
</tbody>
</table>

Public Disclosure Requests

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>Number Processed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 Q3</td>
<td>40</td>
</tr>
<tr>
<td>2009 Q4</td>
<td>55</td>
</tr>
<tr>
<td>2010 Q1 (Partial)</td>
<td>63</td>
</tr>
</tbody>
</table>

Employee Recognition

Recognizing employee performance is a high priority for NORCOM. The following NORCOM employees have been recognized for 2009:

**Semi-Annual Excellence Award Recipients**

- Telecommunicator: Dave Stuby
- Communications Training Officer: Paula Burns
- Team Supervisor: Andie Hanson
- Administrative/Technical: Meredith Munk

**Director’s Award for Exceptional Individual Performance**

Julie Buckingham

**King County Emergency Medical Services - Emergency Medical Dispatcher of the Year**

- Sustained Superior Performance: Sue Schutz
- Critical Incident: Sandy Hogue
POLICE  Total Calls since go-live = 88,609  Average = 323 Police Calls per Day

FIRE  Total Calls since go-live = 42,419  Average = 155 Fire/EMS Calls per Day
NORCOM Performance & Workload Data
July 1, 2009 – March 30, 2010

Comparison of Status of Trained Personnel

23% Overall Increase in trained Telecommunicators

King County Call Answering Standards & 911 Call Information

90% of 9-1-1 telephone calls will be answered within 10 seconds or less during each hour of a calendar quarter.

Number of 911 Calls Received per Month (Average of 21,750/month and 714/day)
Recruitment Statistics

Total Hiring Statistics - July 2009

<table>
<thead>
<tr>
<th>Status</th>
<th>Typing Certificate</th>
<th>MT Exam</th>
<th>Written Exam</th>
<th>Video Exam</th>
<th>Initial Interview</th>
<th>Psychological Evaluation</th>
<th>CVSA</th>
<th>Final Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passed/Submitted Info.</td>
<td>105</td>
<td>67</td>
<td>34</td>
<td>29</td>
<td>29</td>
<td>26</td>
<td>26</td>
<td>17</td>
</tr>
<tr>
<td>Did Not Pass</td>
<td>0</td>
<td>28</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Did Not Submit/No Show</td>
<td>330</td>
<td>10</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

 Academy Stats - January 2010

<table>
<thead>
<tr>
<th>Status</th>
<th>Typing Certificate</th>
<th>MT Exam</th>
<th>Written Exam</th>
<th>Video Exam</th>
<th>Initial Interview</th>
<th>Psychological Evaluation</th>
<th>CVSA</th>
<th>Final Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passed/Submitted Info.</td>
<td>129</td>
<td>77</td>
<td>50</td>
<td>35</td>
<td>32</td>
<td>22</td>
<td>22</td>
<td>12</td>
</tr>
<tr>
<td>Did Not Pass</td>
<td>0</td>
<td>42</td>
<td>27</td>
<td>8</td>
<td>3</td>
<td>10</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Did Not Submit/No Show</td>
<td>185</td>
<td>10</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Recruitment Statistics Continued

Total Hiring Statistics - May 2010

<table>
<thead>
<tr>
<th>Status</th>
<th>Typing Certificate</th>
<th>MT Exam</th>
<th>Written Exam</th>
<th>Video Exam</th>
<th>Initial Interview</th>
<th>Psychological Evaluation</th>
<th>CVSA</th>
<th>Final Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passed/Submitted Info.</td>
<td>52</td>
<td>24</td>
<td>18</td>
<td>20</td>
<td>20</td>
<td>15</td>
<td>15</td>
<td>9</td>
</tr>
<tr>
<td>Did Not Pass</td>
<td>3</td>
<td>14</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Did Not Submit/No Show</td>
<td>185</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Organizational Chart

NORCOM Principals Assembly

Joint Operations Board

NORCOM Governing Board

Police Operations

Fire Operations

Chris Fischer
Executive Director

Tami McNeal
Administrative Assistant

Kevin Bostrom
Operations Manager

Team Supervisors
(6)

Telecommunications
(6)

Susan Beisheim
HR Manager

Heather Fayer
Administrative Clerk

Gwen Pilo
Finance Manager

Charlene Inman
Accounting & Benefits Specialist

Mark Nelson
Technology Manager

Greg Shelton
Technology Services Team Leader

Members of
Technical Staff
(6)

CTO
filled by
Telecommunications

Sheryl Mullen
Professional Standards & Development Manager

Meredith Munk
QA Records

Julie Buckingham
Training Coordinator

30
<table>
<thead>
<tr>
<th>Principal</th>
<th>Principals Assembly Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellevue</td>
<td>Councilmember Grant Degginger</td>
</tr>
<tr>
<td>Bothell</td>
<td>Mayor Mark Lamb</td>
</tr>
<tr>
<td>Clyde Hill</td>
<td>Councilmember Bruce Dodds</td>
</tr>
<tr>
<td>Duvall Fire</td>
<td>Commissioner Jerry Smith</td>
</tr>
<tr>
<td>Eastside Fire &amp; Rescue</td>
<td>Chairman Ron Pedee</td>
</tr>
<tr>
<td>Fall City Fire</td>
<td>Commissioner Josie Williams</td>
</tr>
<tr>
<td>Kirkland</td>
<td>Councilmember Bob Sternoff</td>
</tr>
<tr>
<td>Medina</td>
<td>Mayor Bret Jordan</td>
</tr>
<tr>
<td>Mercer Island</td>
<td>Mayor Jim Pearman</td>
</tr>
<tr>
<td>Northshore Fire</td>
<td>Commissioner Don Ellis</td>
</tr>
<tr>
<td>Shoreline Fire</td>
<td>Chairman Jim Fisher</td>
</tr>
<tr>
<td>Skykomish Fire</td>
<td>James Knisley</td>
</tr>
<tr>
<td>Snoqualmie</td>
<td>Councilmember Bob Jeans</td>
</tr>
<tr>
<td>Snoqualmie Pass Fire</td>
<td>Commissioner Pat Ellis</td>
</tr>
<tr>
<td>Woodinville Fire</td>
<td>Chairman Randy Ransom</td>
</tr>
</tbody>
</table>
## NORCOM Governing Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Designation</th>
<th>Jurisdiction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Sarkozy</td>
<td>City Manager</td>
<td>Principal</td>
<td>City of Bellevue</td>
</tr>
<tr>
<td>Bob Stowe</td>
<td>City Manager</td>
<td>Principal</td>
<td>City of Bothell</td>
</tr>
<tr>
<td>Mitch Wasserman</td>
<td>City Administrator</td>
<td>Principal</td>
<td>City of Clyde Hill</td>
</tr>
<tr>
<td>Eric Olsen</td>
<td>Police Chief</td>
<td>Interim Principal</td>
<td>City of Kirkland</td>
</tr>
<tr>
<td>Donna Hanson</td>
<td>City Manager</td>
<td>Principal</td>
<td>City of Medina</td>
</tr>
<tr>
<td>Rich Conrad</td>
<td>City Manager</td>
<td>Principal</td>
<td>City of Mercer Island</td>
</tr>
<tr>
<td>Matt Larson</td>
<td>Mayor</td>
<td>Principal</td>
<td>City of Snoqualmie</td>
</tr>
<tr>
<td>John Lambert</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Duvall Fire District #45</td>
</tr>
<tr>
<td>Lee Soptich</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Eastside Fire &amp; Rescue</td>
</tr>
<tr>
<td>Chris Connor</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Fall City Fire District #27</td>
</tr>
<tr>
<td>Tom Weathers</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Northshore Fire Department</td>
</tr>
<tr>
<td>Marcus Kragness</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Shoreline Fire Department</td>
</tr>
<tr>
<td>James Knisley</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Skykomish Fire District #50</td>
</tr>
<tr>
<td>Matt Cowan</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Snoqualmie Pass FD #51</td>
</tr>
<tr>
<td>David Daniels</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Woodinville Fire &amp; Life Safety</td>
</tr>
</tbody>
</table>
### NORCOM Police Operations Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Designation</th>
<th>Jurisdiction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda Pillo</td>
<td>Police Chief</td>
<td>Principal</td>
<td>City of Bellevue</td>
</tr>
<tr>
<td>Bill Archer</td>
<td>Police Chief</td>
<td>Principal</td>
<td>City of Clyde Hill</td>
</tr>
<tr>
<td>Eric Olsen</td>
<td>Police Chief</td>
<td>Principal</td>
<td>City of Kirkland</td>
</tr>
<tr>
<td>Jeff Chen</td>
<td>Police Chief</td>
<td>Principal</td>
<td>City of Medina</td>
</tr>
<tr>
<td>Ed Holmes</td>
<td>Police Chief</td>
<td>Principal</td>
<td>City of Mercer Island</td>
</tr>
</tbody>
</table>

### NORCOM Fire Operations Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Designation</th>
<th>Jurisdiction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Eisner</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Bellevue Fire Department</td>
</tr>
<tr>
<td>Dave VanValkenburg</td>
<td>Deputy Chief of Operations</td>
<td>Principal</td>
<td>City of Bothell</td>
</tr>
<tr>
<td>Bob Rowe</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>City of Snoqualmie</td>
</tr>
<tr>
<td>David Burke</td>
<td>Deputy Fire Chief</td>
<td>Principal</td>
<td>Duvall Fire District #45</td>
</tr>
<tr>
<td>Jeff Griffin</td>
<td>Deputy Chief of Operations</td>
<td>Principal</td>
<td>Eastside Fire &amp; Rescue</td>
</tr>
<tr>
<td>Chris Connor</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Fall City Fire District #27</td>
</tr>
<tr>
<td>Kevin Nalder</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Kirkland Fire Department</td>
</tr>
<tr>
<td>Chris Tubbs</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Mercer Island Fire Department</td>
</tr>
<tr>
<td>Jim Torpin</td>
<td>Deputy Fire Chief</td>
<td>Principal</td>
<td>Northshore Fire Department</td>
</tr>
<tr>
<td>Tim Fuller</td>
<td>Fire Chief</td>
<td>Subscriber</td>
<td>Redmond Fire Department</td>
</tr>
<tr>
<td>Dave Jones</td>
<td>Deputy Fire Chief</td>
<td>Principal</td>
<td>Shoreline Fire Department</td>
</tr>
<tr>
<td>James Knisley</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Skykomish Fire District #50</td>
</tr>
<tr>
<td>Matt Cowan</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Snoqualmie Pass FD #51</td>
</tr>
<tr>
<td>David Daniels</td>
<td>Fire Chief</td>
<td>Principal</td>
<td>Woodinville Fire &amp; Life Safety</td>
</tr>
</tbody>
</table>