2018 Annual Report

911 NORCOM

In Memoriam
Devin Pekema
Requiescat in Pace

DEVIN PEKEMA
NORCOM 911 MEMORIAL — OPERATIONS FLOOR

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2018 by the Numbers

312,038	**Total # of calls answered**
279,000	Total unique fire address points
110,452	Calls with a police unit dispatched
96,500	Total unique police address points
64,730	Calls with fire / EMS dispatched
38,700	Total fire road segments
12,700	Total police road segments
4,100	Total fire road miles
1,776	Public disclosure requests
1,100	Total police road miles
854	Average daily calls received
660	Total Service Area in square miles
657	Total fire square miles covered
64	Total police square miles covered
29	Cardiac arrest saves
2	Babies born with dispatch assistance

Message from the Governing Board Chair

It has been an honor and a privilege to have served as NORCOM's Governing Board Chair over the last year. I've enjoyed working closely with Governing Board Vice Chair Mr. Nathan McCommon, the Deputy City Manager of the City of Bellevue, and the other Governing Board representatives.

NORCOM is made up of six police and fourteen fire agencies with a service area of 660 square miles and serving a population of over 650,000. This does not include the thousands of those who travel in and out of our service area daily.

Gregory S. Ahearn
Governing Board Chair
NORCOM
Fire Chief
Woodinville Fire & Rescue

NORCOM remains committed to our regional partners and to maintaining relationships at the local, county, regional, and state levels.

Through the Strategic Planning Process this year, we realized new Mission, Vision and Strategic Objectives for NORCOM. All 89 employees of the agency and the Governing Board participated in the process to bring meaningful definitions to these items. In 2018, NORCOM also welcomed the City of Normandy Park and Snoqualmie Pass Fire & Rescue to the dispatch center.

NORCOM received numerous accolades over the last year. The State of Washington 911 Office identified NORCOM to the United States Department of Transportation as Washington State's model for high-performing 911 centers. The Washington Survey and Rating Bureau recognized NORCOM as the highest rated 911 centers in the State of Washington. Additionally, during the City of Bellevue Fire Department's reaccreditation process, the Center for Public Safety Excellence auditors commended NORCOM for its "off the charts" performance.

These accomplishments would not be possible without the dedication and service of the NORCOM employees. Their tireless work in a highly stressful environment should be recognized. They are the agency's most important and asset. This year, the NORCOM staff was instrumental in assisting the King County Zone 1 Fire Departments in implementing the King County apparatus renumbering project, which is vital to operational interoperability throughout the county. NORCOM employees work hard to ensure the needs of the community and first responders are always met with promptness and professionalism.

In closing, I would like to express sincere gratitude to every Board member, agency representative and dispatch professional for their commitment and support of the NORCOM organization. As we look back on 2018, I am proud to have been a part of the organization and its accomplishments. My genuine appreciation goes out to all those who make NORCOM one of the most impressive public safety communication centers in the country.

What Others Are Saying About NORCOM

Washington Survey & Ratings Bureau (WSRB)

NORCOM has the "highest rating" of all 911 Centers in Washington State

Center for Public Safety Excellence (CPSE)

NORCOM's Performance is "Off the Charts"

Washington State 911 Office & U.S. Dept of Transportation (NHTSA)

NORCOM identified as State model for "high performing" 911 Center in response to recommendation request from U.S. Department of Transportation

Message from the Executive Director

Thomas R. Orr
Executive Director
NORCOM

NORCOM is pleased to present its 2018 Annual Report. With NORCOM near the conclusion of its tenth full year of operations, the Governing Board and all NORCOM staff focused their 2018 efforts on development of a ten-year Strategic Plan. This extraordinary grass-roots effort enabled a transformative leap forward in terms of Mission and Vision.

A "*service mindset*" and "*servant leadership*" became the key concepts that led to NORCOM's new Mission and Vision. NORCOM recognized that it has the privilege to help those who need help and those who provide that help. A "*service mindset*" is the only appropriate mindset to effectively do both. When the public calls for help, they should expect a prompt answer and a prompt dispatch.

NORCOM's "*service mindset*" has enabled NORCOM to answer 911 calls with speed that is unrivaled locally and places NORCOM among the premier 911 centers in the country. Similarly, NORCOM is recognized nationally for unrivaled technological innovation in locating callers, speed of dispatch, and enhanced coordination and information sharing between first responder agencies throughout the region. In 2018, the United States Patent and Trademark office notified NORCOM of two Patent grants and a Trademark related to NORCOM's RAADAR technology. NORCOM's software development staff is unique amongst the 6,000-plus 911 centers in the nation in innovating, developing, and operationalizing technology ahead of both the public and private sectors.

NORCOM's Vision is to continue leveraging its innovative technology and service mindset to establish a seamless regional system that facilitates rapid communication and sharing of information. This includes facilitating information sharing with all other spectrums of government agencies responsible for public safety, health, and welfare including transportation, land use, code enforcement, utilities, emergency management, and mass transit.

NORCOM: Today & in the Future

SERVANT LEADERSHIP & CULTURE
- Support
- Guide
- Inspire
- Empower

SERVICE MINDSET TO PUBLIC & RESPONDERS
- Grounded in exceptional service & elite performance
- Excellence, compassion, and accountability
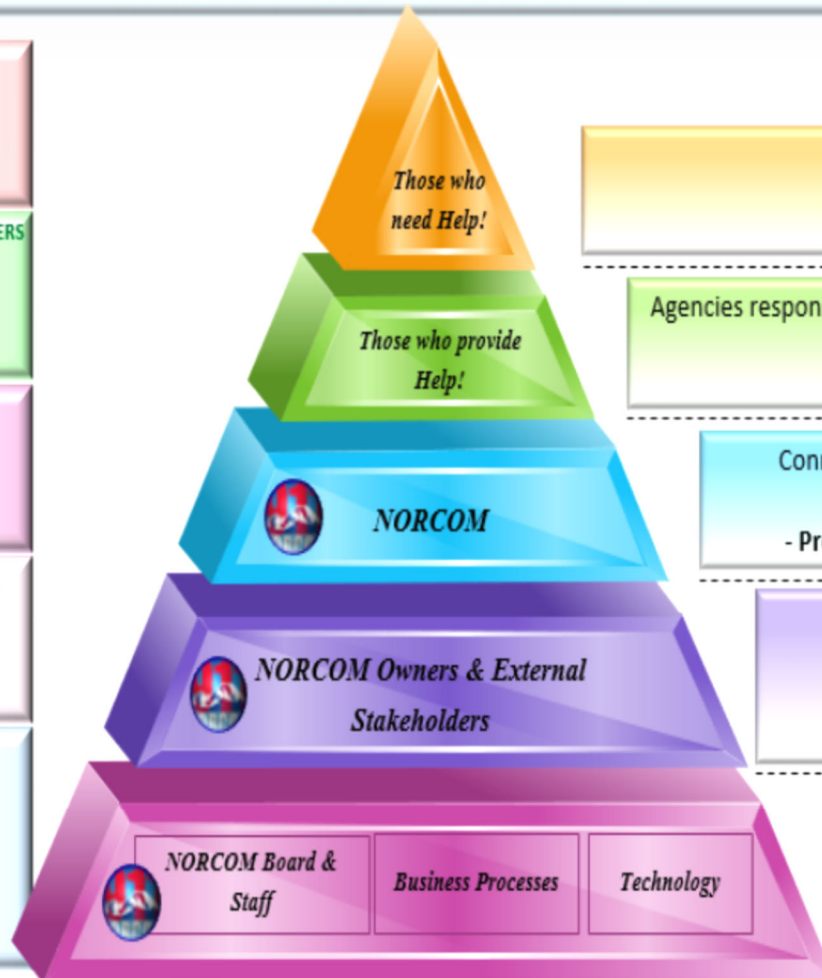
STRATEGIC HUMAN RESOURCE MGT.
- Known & Respected for Expertise
- Inspire innovation & Problem Solving
- Culture of creativity and collaboration

COMMITTED TO EFFECTIVE RELATIONSHIPS
- One Team – One Future
- Board, Employees, First Responders, Stakeholders, Public, Vendors

VESTED IN BEST PRACTICES
- C.A.R.E.S
- Just Culture & Accountability
- Lean Six Sigma / Root Cause Analysis
- SOPs / Police & Fire Ops
- JIPTL / Police & Fire Stakeholders
- APCO Retains / NENA

Those who need Help!

Those who provide Help!

NORCOM

NORCOM Owners & External Stakeholders

NORCOM Board & Staff

Business Processes

Technology

Anyone in need of help

Agencies responsible for Public Health, Safety, & Welfare

Connect those Who Need Help with Those Who Provide Help
- Prompt Answer, Prompt Dispatch

General Government - All involved in protecting Public Health, Safety, & Welfare

- Mission, Vision, & Objectives
- Prioritized and Phased Based on Financial/Staff Resources
- Standards & Best Practices
- Innovation & Problem Solving

Message from the Treasurer

Michael Olson
NORCOM Treasurer
Finance Director
City of Kirkland

NORCOM's tradition of financial excellence supported by the hard work and commitment of staff, the Finance Committee, and the Governing Board was again recognized in 2018. NORCOM received a clean audit of both the Financial Statements and the Internal Control over Financial Reporting from the Washington State Auditor's Office for the prior fiscal year.

NORCOM is committed to providing transparency and accountability in financial management to the Governing Board and public. The Finance Committee, composed of representatives of member agencies, supports the Treasurer in the oversight of all financial records, reviews the budget preparation and reporting, and provides support and expertise to the NORCOM Finance Manager. The Finance Committee meets monthly to review financial activity and discuss fiscal issues that are presented to the Governing Board. Thank you to all those who have provided direction, support and oversight which has continued to keep NORCOM financially strong and successful in this past year.
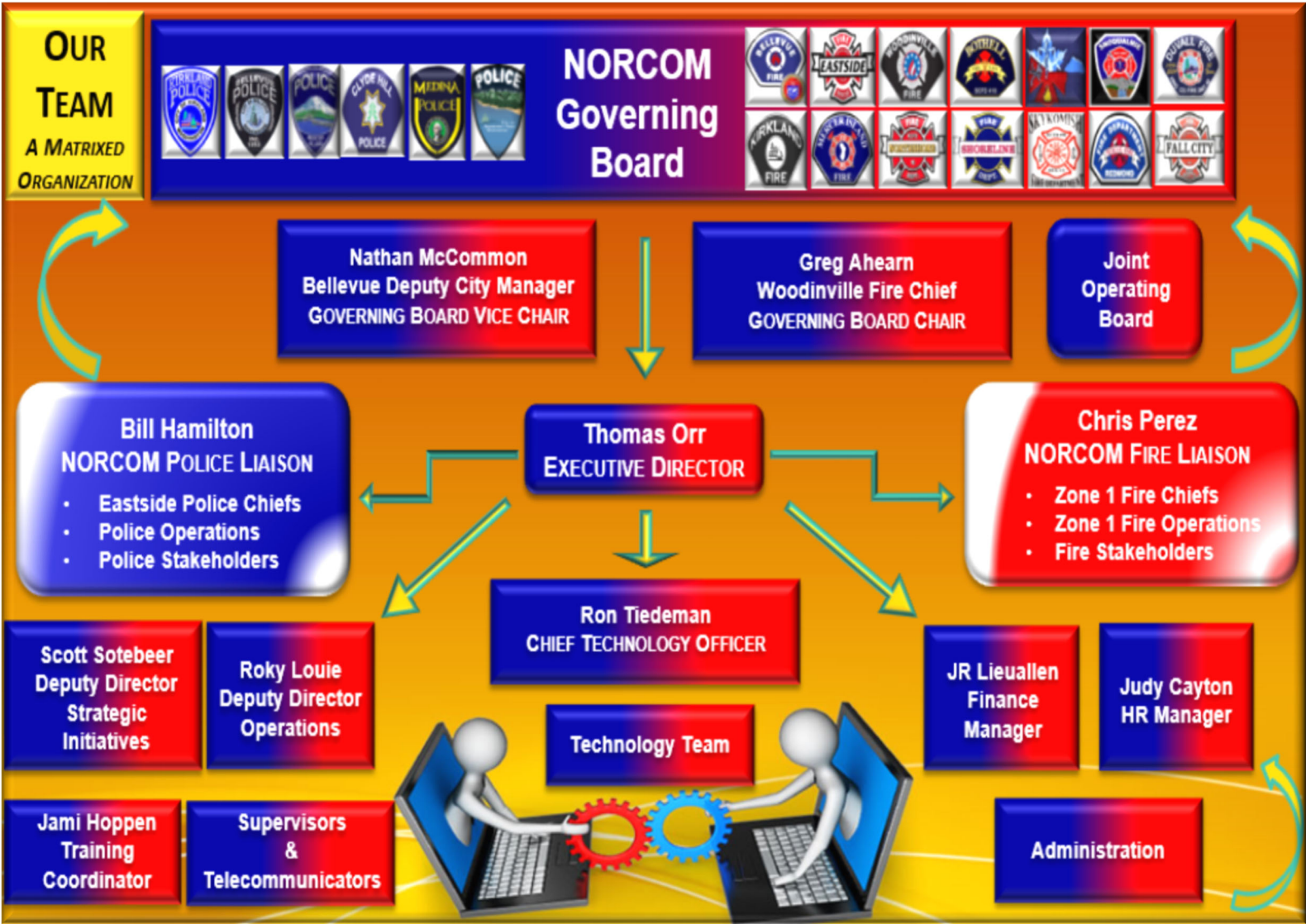
MISSION

To be a caring and trusted servant to those who need help and those who provide help.

VISION

Lead the nation as a
premier center of excellence,
collaboratively leveraging technology
and innovative services
to support
public safety, health, and welfare.

Principal Representatives

	City of Bellevue City Manager Brad Miyake		Eastside Fire & Rescue Board Chair Alan Gothelf
	City of Kirkland Councilmember Jon Pascal		Shoreline Fire Commissioner Ken Callahan
	City of Mercer Island Mayor Debbie Bertlin		Northshore Fire Commissioner Carolyn Armanini
	City of Clyde Hill Councilmember Bruce Dodds		Woodinville Fire Board Chair Kevin Coughlin
	City of Medina Mayor Dennis Hanwell		Fall City Fire Commissioner Eric Hollis
	City of Normandy Park City Manager Mark Hoppen		Duvall Fire Commissioner Jerry Smith
	City of Bothell City Manager Jennifer Phillips		Snoqualmie Pass Fire & Rescue Board Chair William Powers
	City of Redmond Mayor John Marchione		Skykomish Fire Fire Chief James Knisley
	City of Snoqualmie Councilmember Katherine Ross		

Governing Board

Vice Chair
Nathan McCommon
City of Bellevue

Bruce Kroon
City of Bothell

Mitch Wasserman
City of Clyde Hill

Marilynne Beard
City of Kirkland

Michael Sauerwein
City of Medina

Ed Holmes
City of Mercer Island

Bob Larson
City of Snoqualmie

David Burke
Duvall Fire District 45

Jeff Clark
Eastside Fire & Rescue

Chris Connor
Fall City Fire District 27

Jim Torpin
Northshore
Fire Department

Tommy Smith
Redmond
Fire Department

Matt Cowan
Shoreline
Fire Department

James Knisley
Skykomish Fire District 50

Chair
Greg Ahearn
Woodinville
Fire & Rescue

Joint Operations Board

Police Representatives

John McCracken **Bellevue Police**	**Kyle Kolling** **Clyde Hill Police**	**Mike St. Jean** **Kirkland Police**
Steve Burns **Medina Police**	**Jeff Magnan** **Mercer Island Police**	*Vice Chair* **Dan Yourkoski** **Normandy Park Police**

Fire Representatives

Andy Adolfson **Bellevue Fire**	**Doug McDonald** **Bothell Fire**	**Mark Correira** **Snoqualmie Fire**
David Burke **Duvall Fire District #45**	**Rich Buke** **Eastside Fire & Rescue**	**Chris Connor** **Fire District #27**
Chair **Tim Day** **Kirkland Fire**	**Mike Mandella** **Mercer Island Fire**	**Eric Magnuson** **Northshore Fire**
Don Horton **Redmond Fire**	**Tim Dahl** **Shoreline Fire**	**Erik Wallgren** **Woodinville Fire**

Background and Operating Values

NORCOM formed in 2007 and went live operationally in July 2009, a consolidation of 911 call answering and emergency police and fire dispatch services previously provided by Bellevue, Kirkland, and Mercer Island. This brought together five police and fourteen fire agencies into an established shared services model with an experienced management team.

Prior to NORCOM's inception, there were seven separate dispatch centers: Bellevue, Issaquah, Bothell, Kirkland, Mercer Island, Redmond and the King County Sheriff's Office. While all the dispatch centers provided quality public safety, there was extensive replication of administrative and operating structures within a relatively small geographic area.

NORCOM's Statement of Operating Values and Principles was established by the steering committee at the onset of its formation. The committee also 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 agency.

- Recommended a 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 cost estimates for implementation of the 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 Interlocal Agreement, By-Laws and Articles of Incorporation.

- Developed an implementation plan and recommended timeframe.

In 2010, NORCOM and its stakeholders implemented performance measurements to remain accountable to their operating principles, core values, and mission.

Benefits of Regionalized Dispatch

Level of Service

NORCOM's regional dispatch business model provides many benefits to both agencies and the communities served by the agencies. First and foremost, our goal is to always provide high-level service to all agencies served.

NORCOM's operating boards meet regularly to define service protocols and to collaborate on improvements. Response times continue to improve because of the elimination of the transfer of calls between dispatch agencies. Both police and fire services are developing integrated records management systems, so first responders will have real-time access to information through a single records system.

Synergies and Cost Savings

A regionalized dispatch approach provides synergies to all involved, allowing NORCOM member agencies to realize economies of scale. While NORCOM's initial efficiencies were modest, as additional partners joined NORCOM, costs were then spread over a wider participation base.

While the advances in technology provide NORCOM ways to improve our methods, it is becoming increasingly complex and expensive to maintain and replace the technology. By sharing the costs among NORCOM's partner agencies, we've eliminated the need for each city or municipality to acquire and maintain their own technology systems.

Increased Degree of Control and Decision-Making

NORCOM governance and voting procedures give agencies large and small the ability to meaningfully shape the policy decisions made by NORCOM. Elected officials from each of the partner agencies also play an important oversight role for the organization.

Cost Control

The NORCOM partnership model also offers its member jurisdictions greater certainty to determine the nature and costs 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

NORCOM was formed as a non-profit corporation whose members are public agencies and governed by a board on which all principals are represented.

The basic NORCOM structure is like other multi-jurisdictional communication centers. Specifically, there is a governing board on which all principals participate, and which oversees policies and budgets.

The governing board is comprised of chief executive officers from each agency. That is, a city manager, fire chief or police chief. To provide oversight, each member designates one member of its legislative body to represent it at the annual Principals Assembly. The purpose of the Principals Assembly is to present the annual report, review activities of the prior year, preview goals for the upcoming year, present the financial management report and report on NORCOM's performance benchmarks. Principals are provided a platform to advise and guide the governing board on these issues.

In addition to the governing board, there are two operational boards. The Fire Operations Board is comprised of Fire and EMS agencies, and the Police Operations Board is made up of Police agencies. These two operations meet separately. Many of these members also serve on the Joint Operating Board, which meets twice every quarter.

Voting

NORCOM's significant financial and operational decisions require a supermajority vote. A supermajority vote requires 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, user fees, and the addition of a new principal.

For routine operational decisions, the governing board operates by consensus, requiring a simple majority vote for approval. However, if a governing board member calls for a two-prong majority vote in advance, the issue at hand will then require a majority vote by number and a majority vote by weight for approval.

Scott Sotebeer, Deputy Director for Strategic Initiatives

The duties and responsibilities of the Deputy Director involves the management and oversight of all aspects of NORCOM's engagement in the King County Regional E911 Strategic Plan (the Plan), including participating as the voting representative on the Governance Advisory Board for NORCOM. This role also includes representing NORCOM at PSAP Directors & Mangers meetings and participating in NORCOM governance-related committees including Governing Board, Joint Operations Board, and internal and external police and fire ops boards as needed.

The position engages at local, county, state, and federal levels for governmental affairs issues and interaction related to the implementation of the Plan and NG911. Private sector interaction, where appropriate, is also part of the job's function.

At a strategic level, the position is responsible for providing NORCOM's Executive Director, Management staff, and Governing Board with input, guidance, and conceptual frameworks related to implementing the Plan, including evaluating any significant operational or external opportunities that would benefit NORCOM and its owner/partners. This also includes direct engagement and advisement related to NORCOM's own strategic plan and current and future related initiatives.

History

The position emerged after four years of consultation and advisement to NORCOM related to King County's efforts to look at the future of 911 as a region. This involved direct interaction with all PSAPs in King County, King County Government, and NORCOM officials related to NG 911 planning and implementation in a "political" environment.

The position was brought in-house in January 2018 as the Plan had been finalized and was ready for county government approval and implementation planning in 2018.

Key Focus Highlights – 2018

- Direct involvement as NORCOM representative in the King County Regional 911 Governance Advisory Board (RAGB). Key 2018 efforts & focus of the RAGB included:
  - Formal operating charter.
  - Critical engagement with key policy issues related to:
    - Text-to-911.
    - PSERN.
    - PSAP revenue distribution formula.
    - New PSAP contract with county.
    - New E911 platform & ESINet II.
    - 2019 E911 Program Office budget.

- Monthly meetings as NORCOM representative with PSAP Directors/Managers Group.
- Report out to Governing Board on Seattle University efficiency study; participation in board working session on policy review and revision related to efficiency recommendations.
- Attended State 911 Advisory Committee meetings.
- Direct engagement and ongoing advisement in NORCOM Strategic Planning and evaluation processes (Steve Kent).
- Direct engagement in Lake Forest Park contract review.
- Direct engagement in RAADAR meetings/presentations: Snohomish County, KCSO, KC Chiefs & Sheriff, Eastside Chiefs, and various individual agencies.
- Direct engagement with King County Sheriff's Office, Shoreline PD, Bothell PD, to build closer collaborative discussion and relationships (e.g.; RAADAR, shared services, future direction and opportunities).
- Direct engagement in writing/editing of NORCOM state 911 grant proposals.
- Meetings in Washington DC with Congressional delegation staff, federal agency and White House staff about future direction of PSAPs related to NG911 and future roles.
- Continue monitoring state, county, and local government affairs issues related to NG 911 and PSAP affairs, such as regionalization legislation.

Core Focus for 2019

- Ongoing engagement in RAGB, with special focus on 10-year PSAP financial plan, PSAP contracts, and single platform evaluation.
- Ongoing engagement in PSAP Directors/Managers group.
- Ongoing engagement with State 911 Advisory (regionalization, grants/planning, state legislation).
- Engagement as needed in local and county intergovernmental affairs.
- Expansion and development of NORCOM Strategic Plan focus and details (i.e., shared services, strategic partnerships & alliances, facilities, etc.).
- Key regional partnership growth.
    - Support partnership planning and implementation.
    - Strategic messaging (e.g.; RAADAR regional and state "innovation", etc.).
- Federal branding development and congressional delegation/key agency outreach for long term resources/NG911 integration, and NORCOM R&D.

Roky Louie, Deputy Director of Operations
(and Acting Human Resources Coordinator)

The position of Deputy Director for Operations and Human Resources (DD OPS/HR) is responsible for the management and oversight of all day-to-day operational aspects of NORCOM. This includes operations, training, accreditation, continuity of operations, and quality assurance. In addition, the position is also responsible for all Human Resource functions for the agency including recruitment, internal investigations, promotional processes, and maintenance of HR records. This position has a total of eight direct reports.

To provide better focus to what are two vital functions at NORCOM, and to obviate any appearance of conflict of interest, NORCOM is currently seeking a full-time Human Resources Manager.

Operations: Call Volume and Performance

Call volume for 2018 remained somewhat consistent as in prior years, with NORCOM dispatchers receiving 312,038 total calls (on all lines), resulting in 110,452 police, and 64,730 fire or medical calls being dispatched.

In contrast, the number of agency inquiries (a process by which an agency or citizen can lodge a complaint, or inquiry as to why or how a certain response was managed), continued to drop, which is a positive trend. In 2018 there were a total of 33 inquiries, compared to 29 in 2017, 42 in 2016, 48 in 2015, 47 in 2014, 53 in 2013, 73 in 2012 and 125 in 2011. The reduction is, in part, due to the responsiveness of NORCOM's training program, which addresses mistakes, anomalies or judgment issues in a variety of ways, all of which have proven effective. The downward trend of agency and citizen inquiries also benefits from the enhanced communication provided by the police and fire liaison positions.

Operations: Telecommunicator Contract Negotiation

Beginning in early 2018 NORCOM management began contract negotiations with the NORCOM Associated Guild, the labor union that represents the Telecommunicator group. NORCOM currently enjoys a strong and collaborative relationship with both of its labor unions. A salient example of this is the fact that NORCOM had zero grievances filed in all of 2018 compared to figures in the high twenties by surrounding agencies of similar size.

Because of this relationship, and to save NORCOM the additional cost of a professional mediator, negotiations included only representatives from NORCOM management and the union board. NORCOM and the labor board worked collaboratively using an interest based bargaining system and tentatively agreed to a contract.

The NORCOM Associated Guild board submitted the contact to their membership who approved it with a vote of 35-10. The contract will be taken to the Governing Board in April for review.

Human Resources: Recruitment

NORCOM's Recruitment Cross Team helped drive both the strategy and the effort for the recruitment of line level Telecommunicators. NORCOM was rated number 10 out of a total of 60 agencies for recruiting efforts by Public Safety Testing. NORCOM was the number one dispatch agency overall, overtaken only by agencies that were specifically hiring for police officer and corrections positions. NORCOM hired a total of 12 new Telecommunicators in 2018 and attended the Everett Community College job fair in April.

Human Resources also recruited and hired a GIS Administrator, a Police Liaison, a temporary Acting Fire Liaison, and a permanent Fire Liaison in 2018.

Human Resources: Promotions

In 2018 NORCOM ran a successful process for the Quality Assurance and Public Records Specialist position. NORCOM also ran a process for Operations Supervisor which promoted two Telecommunicators to Supervisor while placing a third on an eligibility list.

Human Resources: Retention

NORCOM places the highest value on cultural values. While maintaining adequate staffing is important, it is also important to remove trial service employees who are not a good fit for the culture. While this requires removing new employees that are not assimilating from time to time, overall it helps keep retention high and turnover low.

TELECOMMUNICATOR RECRUITMENT 2018				
		Duration in Days		
	Pass Rate	**Controllable**	**Uncontrollable**	**Total**
First Interview	79.07%	18.95	0.00	18.95
Background	60.00%	0.00	15.57	15.57
Polygraph	48.84%	3.49	38.42	41.91
Psychological	69.23%	6.21	13.00	19.21
Final Interview	92.86%	3.29	17.45	20.74
CUMULATIVE	14.89%	37.49	68.87	106.36

Exit Interview Data	2014	2015	2016	2017	2018
# of Voluntary Quits	4	7	10	15	9
% of exit interviews conducted on VQ's	50%	71%	90%	47%	22%

Reason for Leaving	2014	2015	2016	2017	2018
Voluntary Quits*	4	7	10	15	9
*Pursue School	0	0	0	0	0
*Pursue Another Field	1	2	3	4	4
*Work at another communications center	1	0	2	0	0
*Working Conditions	0	1	1	0	0
*Stay at Home	1	0	3	2	1
*Moving	0	3	1	4	1
*Retired	0	0	0	0	1
*Family/Personal	1	1	0	5	2
Terminations	0	1	2	1	4
Discontinuation of Training	2	1	3	4	5
Promotions	3	0	2	0	2

Telecommunicator Workgroup						
	Calculating the Average Turnover Rate					
		2014	**2015**	**2016**	**2017**	**2018**
A	Total Number of employees at the highest staffing level for that year	63	60.5	64	63	58
B	Number of new hires that failed to complete the probationary period	2	0	5	4	9
C	Number of experienced employees who left for any reason	5	9	6	5	3
D	Turnover Rate (Turnover = B + C/A)	11.11%	14.88%	17.19%	14.29%	20.69%
E	Retention Rate (Retention = 1-Turnover) x 100	88.89%	85.12%	82.81%	85.71%	79.31%

The Hiring Process

NORCOM uses the services of Public Safety Testing (PST) to provide the initial testing for our applicants. The testing measures skills such as typing speed, reasoning, comprehension and writing ability. Applicants who pass the test at PST (70% or better) come to NORCOM for the split-ear/multi-task testing. Those who pass the split-ear test (80% or better) are scheduled for an orientation.

Upon conclusion of the orientation, applicants are afforded an opportunity to ask questions they may have about the job, the process, or NORCOM in general. After successful completion of the orientation, applicants then return to PST for a suitability assessment, which measures general aptitude for the specialized work of an emergency telecommunicator. Applicants with moderate or low risk scores are sent a conditional offer letter.

This is the point where the selection process changes from a testing phase to an evaluation phase. Applicants become candidates and are scheduled for a one-hour site visit in the NORCOM communications room. This is largely for the candidate's benefit, exposing them to the room atmosphere, the amount of technology surrounding them, and depending on the activity in the room, the opportunity to talk with on-duty personnel.

After the site visit, the candidate is then scheduled for a psychological evaluation and polygraph while simultaneously being backgrounded. Candidates who are recommended go on to a final interview with the Executive Director and the Deputy Director.

Following the final interview, decisions are made to offer employment and an invitation to join the next call receiver academy. Those that receive this offer are sent for a post-offer/pre-employment physical, drug test and audiogram.

2019 Goals and Objectives

- o Establish and maintain a high visibility on staffing needs through best practices utilizing the Erlang-C staffing formula and the APCO Retains Model, using Net Available Work Hours as an input.

- o Continue to foster a more cohesive environment and better communication throughout the Operations department.

- o Re-energize the Employee Recognition Cross Team and formulate an updated system for employee recognition that is commensurate with the current culture and demographic.

- o Maintain staffing levels at or near 100%. Industry standards related to turnover can range from 17 – 23%. NORCOM is highly attentive to retention numbers while balancing the impacts upon the agency to retain personnel who are unable to perform the essential functions of the job.

Incoming calls may come to NORCOM through 911, 10-digit emergency, or business lines. NORCOM is well above the national standard for the speed in which 911 calls are answered. While national and local guidelines set a goal of answering 90% of 911 telephone calls in ten seconds or less, NORCOM consistently answers 97 to 99% % of its calls within ten seconds or less.

To ensure 911 and other emergency calls are answered quickly, NORCOM has established a secondary phone queue into which calls can be transferred after an initial screening by call receivers. Calls determined to be non-emergency are transferred to this queue and answered by designated call receivers.

During specific periods of high call volume (July 4th, windstorms, etc.), NORCOM makes use of a "surge" queue into which all non-emergency calls related to that specific event are transferred. All NORCOM telecommunicators are trained as emergency call receivers, and secondary/surge calls are processed by members of the telecommunicator team.

2018	NORCOM Phone Actions				
	911 Calls	911 Answer %	10-digit Emer	Non-Emer (Secondary)	Incoming Business
January	13,981	99.20%	7,931	2,195	1,113
February	12,398	98.87%	7,154	1,966	1,049
March	14,344	98.47%	8,022	2,158	1,251
April	13,060	98.15%	7,228	1,912	1,101
May	15,392	97.88%	8,496	2,084	1,304
June	15,486	97.62%	8,467	2,085	1,238
July	16,729	98.51%	9,046	2,884	1,069
August	15,598	96.40%	8,876	2,679	1,051
September	14,244	97.41%	7,807	2,212	995
October	14,817	98.06%	7,792	2,323	1,024
November	14,453	97.83%	7,725	2,048	992
December	15,421	96.58%	8,045	1,831	962
Totals	175,923	97.92%	96,589	26,377	13,149

911 Calls = Landline, Wireless & VoIP Calls to 911

911 Answer % = % of hours 911 calls were answered 90% of the time in 10 seconds.

10-digit Emer = alarm companies, transfers from other agencies

Secondary Queue = Calls that came in as 911 or 10-digit Emer were screened and determined to be non-emergency. Transferred to secondary queue.

Business = officers, family members, other businesses contacting NORCOM

Please note that the preceding table shows phone actions received by NORCOM. It includes all incoming or abandoned calls received on NORCOM's 911, non-emergency, and business lines. It does not include any calls for service created because of radio transmissions. Unlike billed calls for service, the phone actions summary is the raw data of calls (also known as calls received) and does not represent a summary of billed calls for service. A call for service is defined as a "request for service or unit-initiated activity resulting in creation of a CAD incident". The report only reflects calls received and not calls for service. That information can be found in the finance section of the annual report.

2018 Call Answering Performance for 911 Calls

The National Emergency Number Association and the King County 911 Office have promulgated guidelines that set a goal of answering ninety percent (90%) of 911 calls within 10 seconds or less during the average busy hour of each day. NORCOM's performance has significantly exceeded this standard during its ten years of operations:
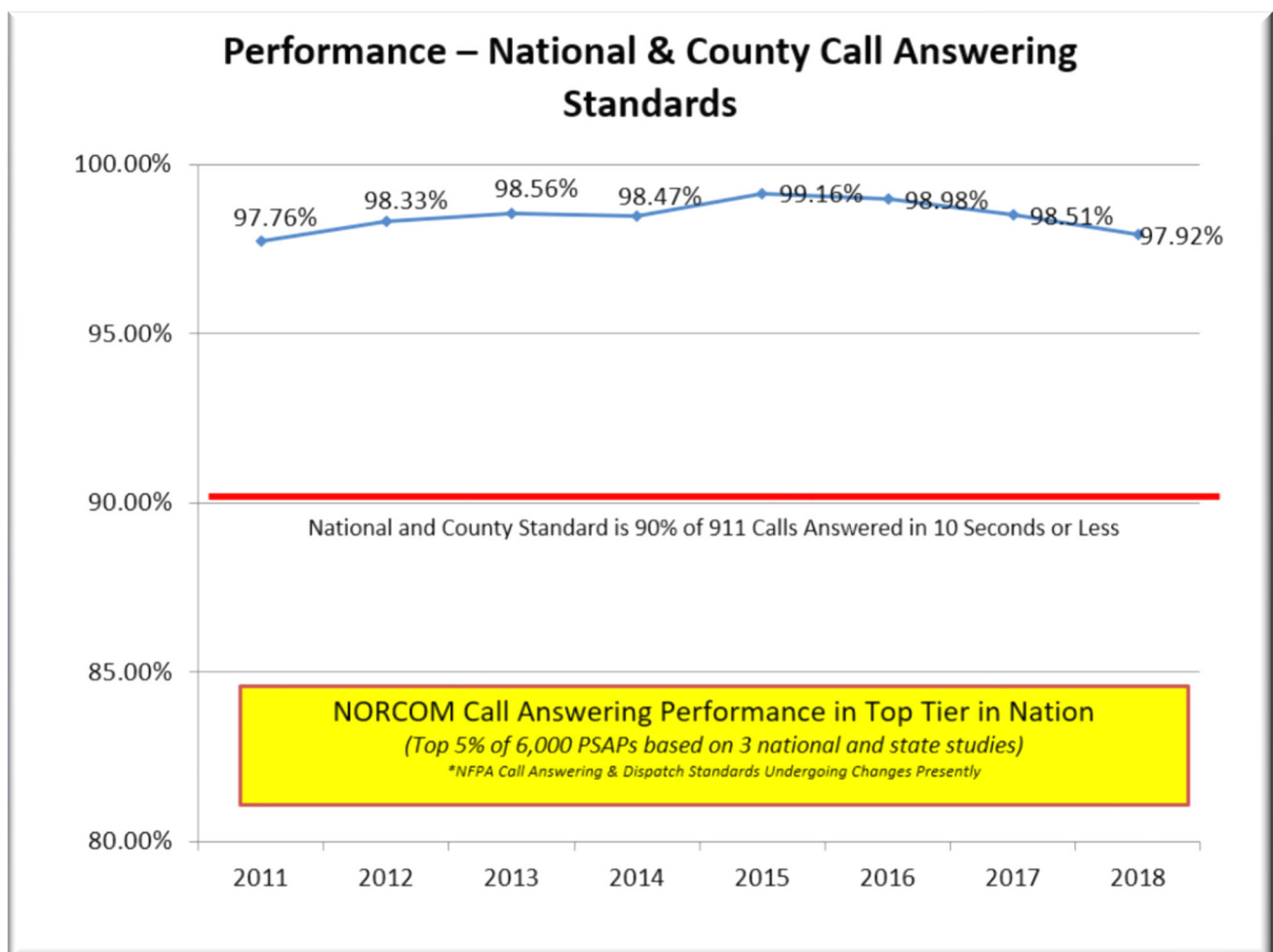
2018 Call Dispatching Performance

While callers are still speaking with call receivers, NORCOM call receivers automatically notify dispatchers of the call and information and relay key information as they hear it in real time to field personnel. NORCOM's telecommunicators use NORCOM's Computer Aided Dispatch to prioritize and dispatch calls to first responders and provide regular updates to enroute units as new information develops. Calls requiring police and fire response are processed and dispatched at the same time.

Police Priority 1/2 Call Received to Call Dispatched (Goal <1 minute)												
JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	AVG
0:00:42	0:00:54	0:00:42	0:01:02	0:00:53	0:00:55	0:01:01	0:01:06	0:01:05	0:01:01	0:01:18	0:01:02	0:00:58
Police Priority 3 Call Received to Call Dispatched (Goal <3 minutes)												
JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	AVG
0:02:08	0:01:58	0:01:51	0:01:52	0:01:58	0:02:24	0:02:25	0:01:56	0:02:17	0:01:49	0:02:01	0:02:36	0:02:06
Police Priority 4/5 Call Received to Call Dispatched (Goal <1 hour)												
JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	AVG
0:24:56	0:23:08	0:23:39	0:23:21	0:23:19	0:24:22	0:23:06	0:24:26	0:24:28	0:23:59	0:26:05	0:28:36	0:24:27

Police P1/P2 Call to Dispatch Average - Goal is Dispatch in 1 minute or less											
	Goal	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
JAN	0:01:00	NA	0:02:09	0:01:22	0:00:54	0:01:00	0:00:57	0:00:52	0:01:08	0:01:02	0:00:42
FEB	0:01:00	NA	0:01:29	0:01:26	0:01:05	0:00:52	0:00:53	0:01:01	0:00:53	0:00:48	0:00:54
MAR	0:01:00	NA	0:01:13	0:01:28	0:00:58	0:00:57	0:00:50	0:01:05	0:00:53	0:00:53	0:00:42
APR	0:01:00	NA	0:01:36	0:01:33	0:01:05	0:01:05	0:00:52	0:00:54	0:00:45	0:00:53	0:01:02
MAY	0:01:00	NA	0:02:12	0:00:59	0:01:05	0:01:06	0:00:55	0:01:13	0:00:51	0:00:51	0:00:53
JUN	0:01:00	NA	0:01:16	0:01:08	0:01:08	0:00:53	0:00:50	0:00:56	0:00:53	0:01:01	0:00:55
JUL	0:01:00	0:03:42	0:01:24	0:01:09	0:01:12	0:00:42	0:01:05	0:01:06	0:00:58	0:01:07	0:01:01
AUG	0:01:00	0:01:23	0:01:20	0:01:10	0:01:05	0:00:51	0:00:51	0:01:01	0:00:56	0:00:46	0:01:06
SEP	0:01:00	0:01:46	0:01:11	0:00:59	0:00:54	0:00:58	0:00:58	0:01:01	0:00:46	0:00:51	0:01:05
OCT	0:01:00	0:01:44	0:01:25	0:01:27	0:00:55	0:01:00	0:01:02	0:01:06	0:00:51	0:00:43	0:01:01
NOV	0:01:00	0:01:26	0:01:24	0:01:11	0:00:57	0:00:59	0:01:04	0:01:02	0:00:45	0:00:57	0:01:18
DEC	0:01:00	0:01:14	0:01:07	0:00:54	0:01:03	0:00:52	0:00:54	0:01:19	0:00:50	0:00:45	0:01:02
AVG		0:01:52	0:01:29	0:01:14	0:01:02	0:00:56	0:00:56	0:01:03	0:00:52	0:00:53	0:00:58

	Police Priority 3 Call to Dispatch Average - Goal is Dispatch in 3 minutes or less										
	Goal	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
JAN	0:03:00	NA	0:02:37	0:01:57	0:01:43	0:02:09	0:01:54	0:01:49	0:02:05	0:01:48	0:02:08
FEB	0:03:00	NA	0:02:12	0:02:02	0:01:17	0:01:55	0:01:48	0:01:50	0:02:13	0:01:33	0:01:58
MAR	0:03:00	NA	0:02:18	0:02:00	0:02:05	0:01:50	0:01:39	0:01:49	0:02:11	0:01:38	0:01:51
APR	0:03:00	NA	0:02:10	0:01:51	0:02:06	0:02:00	0:01:48	0:01:49	0:02:15	0:01:41	0:01:52
MAY	0:03:00	NA	0:02:23	0:01:47	0:02:21	0:01:53	0:01:55	0:02:09	0:02:07	0:01:59	0:01:58
JUN	0:03:00	NA	0:02:15	0:01:57	0:02:06	0:02:10	0:02:15	0:02:14	0:02:04	0:02:06	0:02:24
JUL	0:03:00	0:04:42	0:02:09	0:01:47	0:02:05	0:01:51	0:01:55	0:02:14	0:02:06	0:01:51	0:02:25
AUG	0:03:00	0:03:46	0:02:08	0:01:55	0:02:13	0:01:51	0:01:54	0:02:08	0:02:04	0:02:00	0:01:56
SEP	0:03:00	0:03:02	0:02:21	0:01:55	0:01:57	0:02:16	0:01:55	0:01:51	0:02:13	0:02:14	0:02:17
OCT	0:03:00	0:02:23	0:01:53	0:02:32	0:02:05	0:01:54	0:02:15	0:02:06	0:02:06	0:02:30	0:01:49
NOV	0:03:00	0:02:28	0:01:52	0:01:33	0:02:00	0:02:05	0:01:50	0:02:02	0:01:58	0:02:00	0:02:01
DEC	0:03:00	0:02:17	0:01:52	0:01:44	0:02:08	0:01:56	0:01:50	0:02:11	0:02:02	0:01:48	0:02:36
AVG		0:03:06	0:02:11	01:55	0:02:00	0:01:59	0:01:55	0:02:01	0:02:07	0:01:56	0:02:06

	Police Priority 4/5 Call to Dispatch - Goal is Dispatch in 1 hour or less										
	GOAL	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
JAN	1:00:00	NA	0:14:49	0:15:12	0:17:33	0:25:33	0:20:10	0:18:47	0:20:56	0:21:38	0:24:56
FEB	1:00:00	NA	0:15:24	0:14:26	0:10:17	0:17:40	0:19:52	0:18:50	0:20:15	0:16:01	0:23:08
MAR	1:00:00	NA	0:15:40	0:16:18	0:26:36	0:16:54	0:17:36	0:18:17	0:19:43	0:17:21	0:23:39
APR	1:00:00	NA	0:16:47	0:13:52	0:29:19	0:17:24	0:21:43	0:20:02	0:22:13	0:19:29	0:23:21
MAY	1:00:00	NA	0:16:18	0:14:32	0:27:44	0:18:54	0:20:11	0:23:42	0:20:01	0:23:40	0:23:19
JUN	1:00:00	NA	0:16:46	0:16:07	0:22:28	0:18:41	0:20:20	0:20:11	0:20:24	0:22:26	0:24:22
JUL	1:00:00	0:18:18	0:17:34	0:16:50	0:23:27	0:18:21	0:18:40	0:22:04	0:21:42	0:22:23	0:23:06
AUG	1:00:00	0:16:27	0:16:27	0:17:41	0:23:05	0:16:47	0:17:11	0:22:18	0:23:15	0:24:11	0:24:26
SEP	1:00:00	0:16:41	0:16:47	0:17:40	0:27:52	0:18:37	0:19:04	0:20:53	0:26:16	0:23:18	0:24:28
OCT	1:00:00	0:15:18	0:16:11	0:22:47	0:24:56	0:17:58	0:21:46	0:22:45	0:22:50	0:24:11	0:23:59
NOV	1:00:00	0:18:21	0:15:44	0:14:44	0:24:05	0:18:42	0:19:14	0:20:11	0:22:30	0:25:50	0:26:05
DEC	1:00:00	0:15:47	0:14:43	0:16:53	0:20:31	0:18:10	0:17:59	0:20:29	0:22:38	0:25:57	0:28:36
AVG		0:16:49	0:16:06	0:16:25	0:23:09	0:18:38	0:19:29	0:20:42	0:21:54	0:22:12	0:24:27

Jami Hoppen, Training Coordinator


12 New Telecommunicators

6 New Hire Academies

1800 New Hire Training Hours

1711 Hours of Continuing Education

- NORCOM staff selected by King County EMS to be certified Instructors for King County Basic Criteria Based Dispatch.

- NORCOM is an active participant in the East Metro Training Group (EMTG) which is an organization comprised of nine fire departments and NORCOM.

- NORCOM provides community education and supports police and fire agencies with community events.
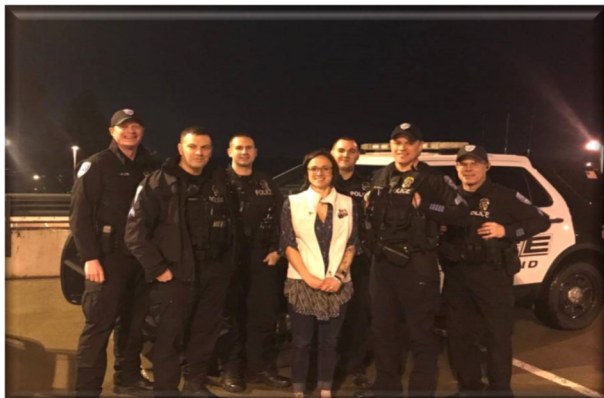
3,511 Total Training Hours

Community Outreach

26,000
People Reached on Social Media

1570
Social Media Followers

2,200
Actions On Facebook

- Expanding our outreach by adding one additional platform in 2018.

- Collaboratively working on common messaging with all participating agencies and municipalities.

- Spotlighting employees on social media.

Bill Hamilton - Police Liaison
(Captain, Kirkland PD Retired)

The primary role of the Police Liaison position is to develop, maintain, and enhance professional relationships with our police customers, while providing a 360-degree communications conduit between NORCOM and our six police agencies.

The liaison explores, communicates and facilitates police related customer service needs and problem-solving solutions to include technology, call-receiving, dispatch services, and project development.

Projects and Process Improvements

Working in conjunction with the Police Operations Board and internal stakeholders, the Police Liaison facilitated many projects and process improvements, to include:

- Developed and implemented a more consistent, impactful, and structured Police Operations Board meeting format.

- For continuity of service to our customers, the liaison worked with the Deputy Director of Operations to identify, train, and further develop a highly experienced dispatch supervisor to serve as "backup" police liaison.

- Developed mechanisms to increase collaboration, transparency, and open lines of communication for internal and external customers.

- To improve universal situational awareness and enhanced officer safety, the liaison collaboratively developed and implemented an updated officer Status Check radio policy.

- Through purposeful education and awareness to our customers, police agencies made increased use of NORCOM's Tactical Dispatch team services.

- In addition to regularly scheduled board meetings, the liaison developed a program to visit with agency representatives to garner candid and timely feedback on service delivery and customer satisfaction.

- Dispatch procedures and radio channel assignments for large-scale events were reviewed and improved. Such activities may include local marathons, Fourth of July response plans and other community-specific festivals.

- In partnership with NORCOM technology and Operations staff, proactively communicated and educated our customers in advance of the countywide Text to 911 implementation.

- Call out lists, page group's, primary unit assignments and specialty unit assignments for all six police agencies were developed and updated in all relevant technology systems.

- In conjunction with NORCOM Operations, the liaison established a NORCOM external training team. These experienced employees travel to customer agencies to enhance working relationships, while educating line officers on NORCOM's advanced tools and capabilities, to include: FirstTwo.com, RAADAR, Rapid Lite, Caller Location Query (CLQ), and the use of countywide interoperability radio channels.

- The liaison mitigated and/or communicated multiple police agency organizational changes, to include the impacts of new patrol schedules, agency policy changes or protocols as well as multiple Command, line staff and specialty-unit assignment changes.

2018 Police Call Counts						
	*All Calls with a unit dispatched (not officer initiated)	Traffic Stops (assistance needed)	**Officer Initiated	***Calls without a unit assigned	****TOTAL CAD Incidents	% of Year to Date (total calls)
Bellevue PD	56,475	9,469	2,104	19,836	87,884	50.76%
Clyde Hill PD	1,823	463	603	321	3,210	1.85%
Kirkland PD	37,946	8,937	428	10,173	57,484	33.20%
Medina PD	3,495	130	1,677	286	5,588	3.23%
Mercer Island PD	8,047	4,467	233	1,612	14,359	8.29%
Normandy Park PD	2,666	143	1,209	604	4,622	2.67%
Totals	110,452	23,609	6,254	32,832	173,147	100.00%

*All CAD incidents that have an ORI and unit dispatched (but are not office-initiated or a traffic stop)

**All CAD incidents that have "officer-initiated" as the method received or are TS-MDC or OV-MDC

***All CAD incidents that have a type code other than New Call but did not have an officer assigned

****All CAD incidents received in a jurisdiction

Chris Perez - Fire Liaison
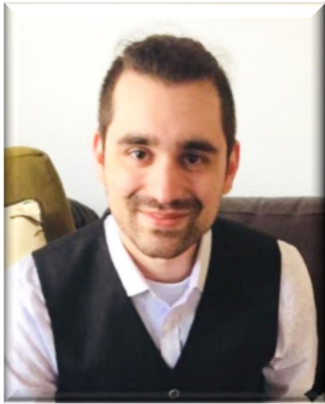
NORCOM's Fire Liaison works closely with Zone 1 fire agencies to support daily operations and foster strong relationships between Telecommunicators and fire department personnel. In addition to representing NORCOM at various Zone 1, King County Fire Operations, and King County EMS boards and committees, the Fire Liaison coordinates with NORCOM Operations and Training leadership to facilitate support for Multi-Company Officer exercises, promotional assessments, and other similar events.

2018 Highlights

Strike Team / Task Force Responses: NORCOM worked with Zone 1 Operations to change procedures for Strike Team and Task Force responses to match King County Model Procedures. These changes ensure that partner agencies receive the support from Zone 1 they need on large incidents quickly and effectively.

Renumbering: As one of the first steps in support of the King County Fire Chief's Association Automatic Aid initiative, all fire apparatus in King County will transition to a unique numerical identifier. NORCOM developed a work plan and began transitioning Bothell, Woodinville, and Shoreline to use the new 3-digit numbering system. This new system enhances fire fighter safety through more accurate personnel accountability. The remaining Zone 1 agencies will transition by the end of first quarter 2019.

Snoqualmie Pass Fire and Rescue: NORCOM worked closely with Chief Jay Wiseman through 2018 to facilitate a transition for dispatch services back to NORCOM, going into effect at the beginning of 2019. Snoqualmie Pass Fire and Rescue works closely with existing NORCOM agencies Eastside Fire & Rescue and Bellevue Fire's Medic One to support responses at Snoqualmie Pass.

NORCOM NFPA 1221 Performance

NORCOM adheres to the 2010 NFPA 1221 standards for time to dispatch. These standard measures time from when NORCOM receives the call, to the time of dispatch for the first Fire/EMS unit. NORCOM's goal is to achieve dispatch in under 60 seconds for 90% of Fire/EMS calls and under 90 seconds for 99% of Fire/EMS calls.

NORCOM Fire/EMS Call Received to Call Dispatch

Includes all priority 0, 1, 2, 3, and 4 Fire/EMS incidents with a unit dispatched data based on the time the call is picked up to the time a unit is dispatched.
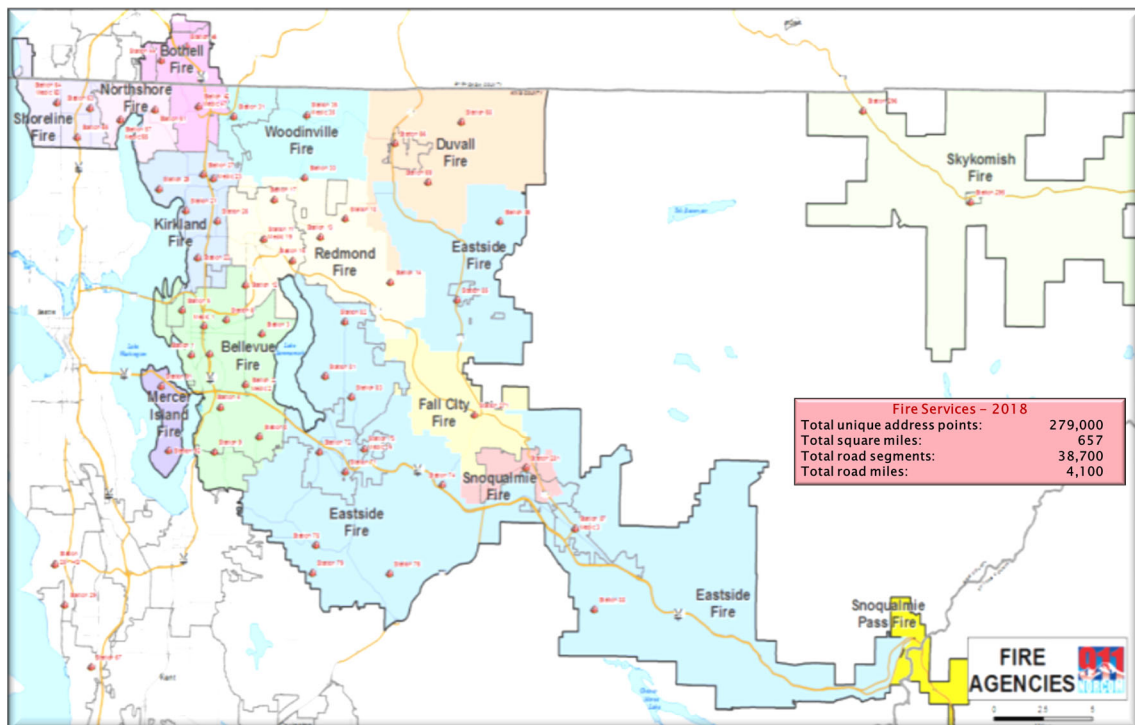
(NFPA 2010 - NORCOM Standard = 90%)

2010 NFPA 1221 - NORCOM'S CURRENT STANDARD
% of Fire/EMS Calls under 60 Seconds: Call Received to Call Dispatched

	GOAL	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Jan	90%	78%	78%	85%	85%	88%	89%	91%	84%	86%	86%
Feb	90%	81%	77%	83%	86%	87%	88%	91%	84%	87%	87%
Mar	90%	79%	80%	85%	85%	88%	90%	90%	85%	86%	87%
Apr	90%	79%	81%	87%	83%	87%	89%	90%	83%	86%	85%
May	90%	80%	80%	86%	83%	87%	88%	90%	84%	81%	84%
Jun	90%	77%	83%	85%	87%	86%	87%	88%	83%	83%	83%
Jul	90%	70%	85%	85%	86%	87%	87%	89%	83%	82%	83%
Aug	90%	74%	83%	86%	86%	88%	88%	85%	86%	84%	84%
Sep	90%	80%	86%	84%	87%	88%	89%	89%	87%	85%	86%
Oct	90%	82%	86%	80%	84%	87%	88%	86%	87%	85%	86%
Nov	90%	79%	86%	81%	87%	88%	90%	87%	87%	86%	83%
Dec	90%	79%	84%	83%	88%	89%	89%	86%	87%	85%	82%
AVG		78%	82%	84%	86%	88%	89%	89%	85%	85%	85%

2010 NFPA 1221 - Under 60 Seconds
NORCOM 5 Year Performance
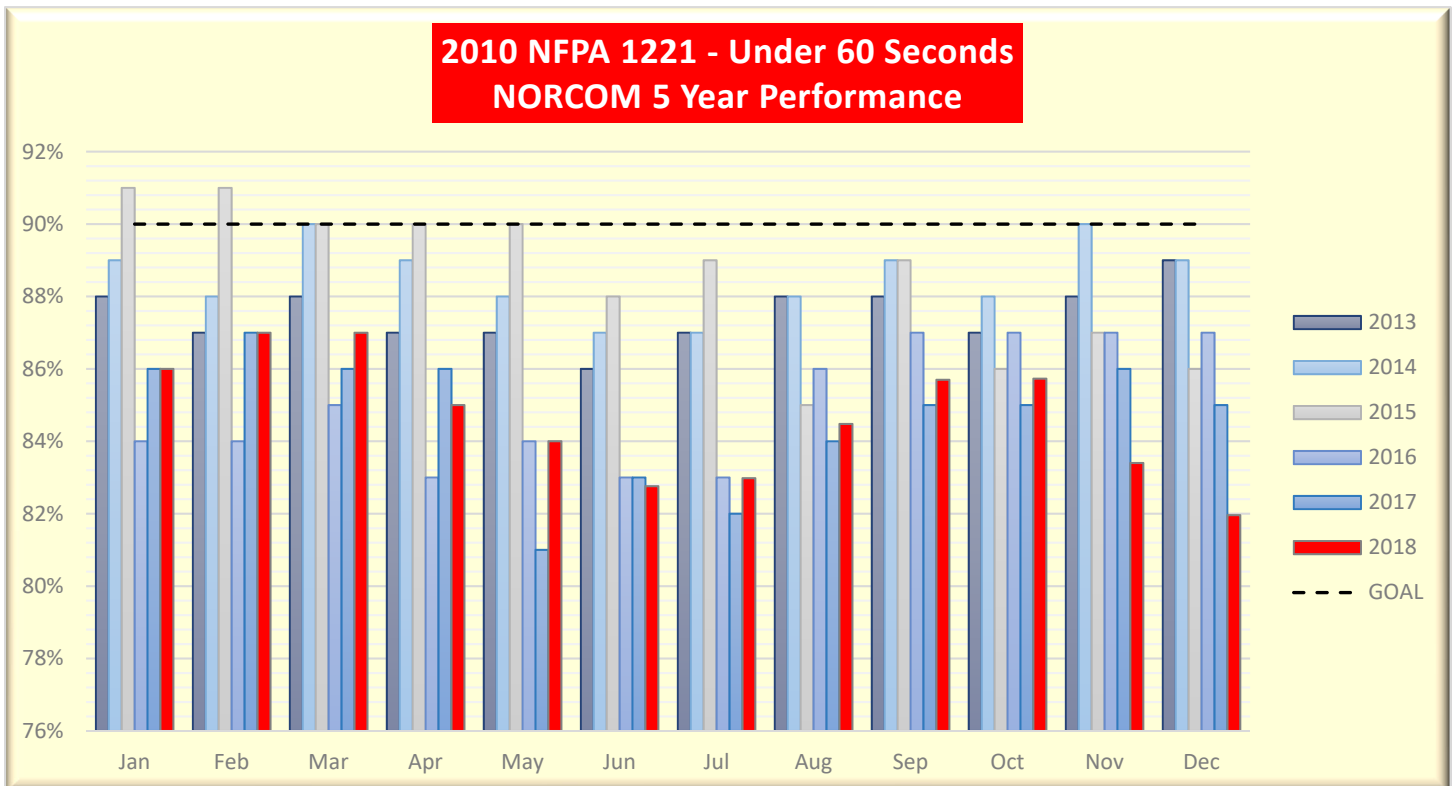
% of Fire/EMS Calls under 90 Seconds Call Received to Dispatched
(NFPA 2010 - NORCOM Standard = 99%)

	GOAL	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
2010 NFPA 1221 - NORCOM'S CURRENT STANDARD % of Fire/EMS Calls under 90 Seconds: Call Received to Call Dispatched											
Jan	99%	91%	92%	95%	94%	96%	97%	97%	95%	95%	95%
Feb	99%	93%	92%	94%	95%	95%	97%	97%	96%	96%	96%
Mar	99%	92%	93%	95%	95%	96%	97%	97%	95%	96%	96%
Apr	99%	93%	94%	96%	93%	96%	97%	97%	95%	94%	95%
May	99%	93%	93%	95%	94%	95%	96%	97%	95%	94%	95%
Jun	99%	91%	94%	94%	96%	95%	96%	97%	94%	94%	94%
Jul	99%	87%	95%	94%	95%	95%	96%	97%	95%	94%	95%
Aug	99%	90%	95%	95%	95%	96%	96%	96%	96%	95%	96%
Sep	99%	92%	95%	95%	96%	96%	96%	97%	96%	95%	96%
Oct	99%	94%	94%	93%	94%	95%	97%	96%	96%	95%	96%
Nov	99%	92%	95%	93%	97%	96%	97%	96%	96%	96%	95%
Dec	99%	93%	94%	94%	96%	97%	97%	95%	95%	96%	95%
AVG		92%	94%	94%	95%	96%	97%	97%	95%	95%	95%

2010 NFPA 1221 - Under 90 Seconds
NORCOM 5 Year Performance
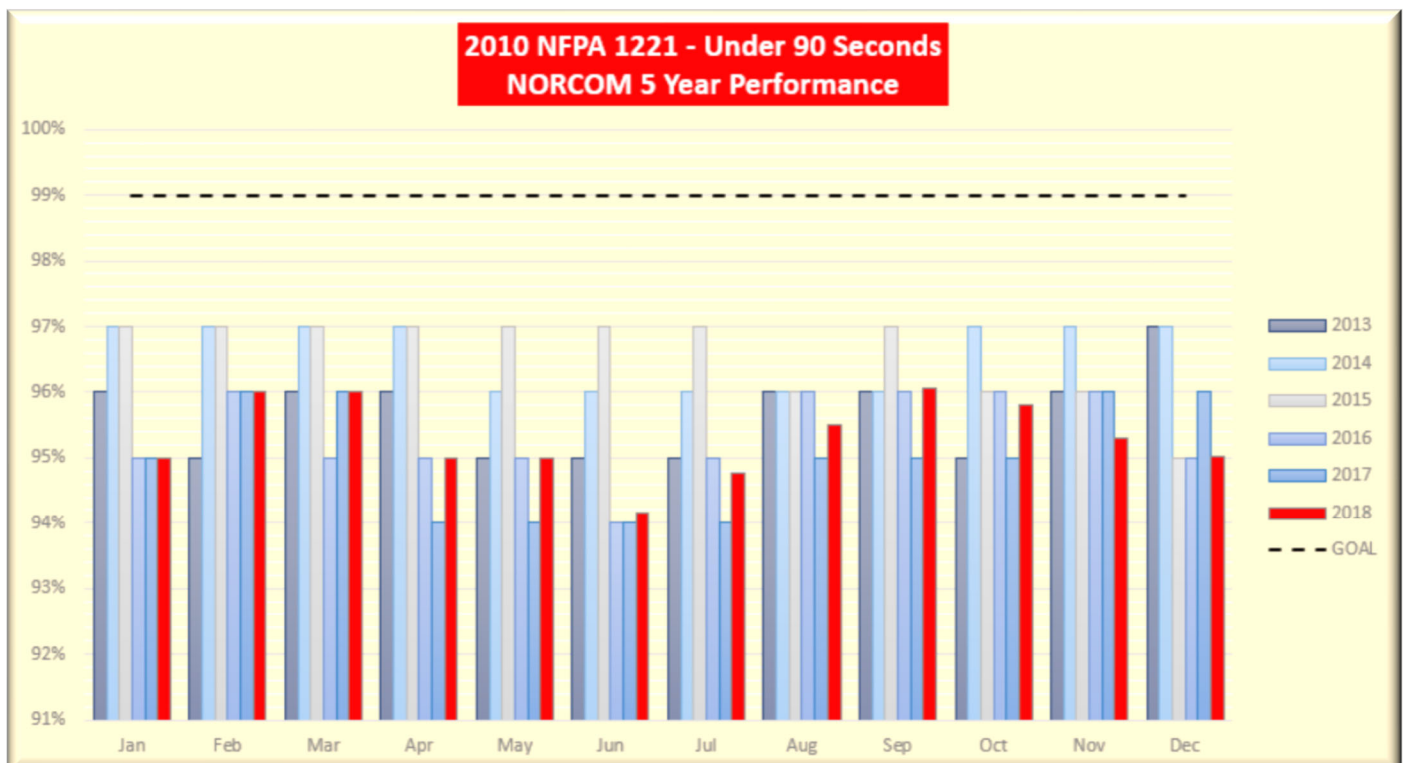
Fire CAD Calls by Year through 12/31/2018

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

2018 All Fire/EMS Calls

	Priority 0-4	Still Alarms	Priority 5	Total CAD Incidents	% of Total CAD Incidents
Bellevue Fire	13,930	28	2,077	16,035	24.77%
Bothell Fire	5,659	2	241	5,902	9.12%
Duvall Fire	750	1	83	834	1.29%
ESFR	8,951	9	658	9,618	14.86%
Fall City Fire	435	2	64	501	0.77%
Kirkland Fire	7,208	3	470	7,681	11.87%
Mercer Island Fire	2,134	5	200	2,339	3.61%
Northshore Fire	2,823	1	166	2,990	4.62%
Redmond Fire	6,916	5	422	7,343	11.34%
Shoreline Fire	7,289	11	331	7,631	11.79%
Skykomish Fire	248	1	22	271	0.42%
Snoqualmie Fire	704	1	59	764	1.18%
Snoqualmie Pass Fire	0	0	0	0	0.00%
Woodinville Fire	2,628	8	185	2,821	4.36%
Total	59,675	77	4,978	64,730	100.00%

Priority 0-4 = Emergency Responses
Priority 5 = Non-Emergency Responses

Fire Services – 2018
Total unique address points: 279,000
Total square miles: 657
Total road segments: 38,700
Total road miles: 4,100

Kirsty Jones, QA and Public Records Specialist

NORCOM's Quality Assurance Specialist reviews 911 calls to ensure compliance with procedure, training and expectations. Reviews are conducted quarterly and include a combination of police, fire, and medical 911 calls.

In 2018, 678 quality assurance reviews were conducted, the majority of which (94%) were completed during the first and second quarters. This was a 42% decrease in number of calls reviewed in 2017, which was due to staffing changes which resulted in an extended period where a staff member was unavailable to conduct reviews.

Number of Calls Reviewed for Quality Assurance
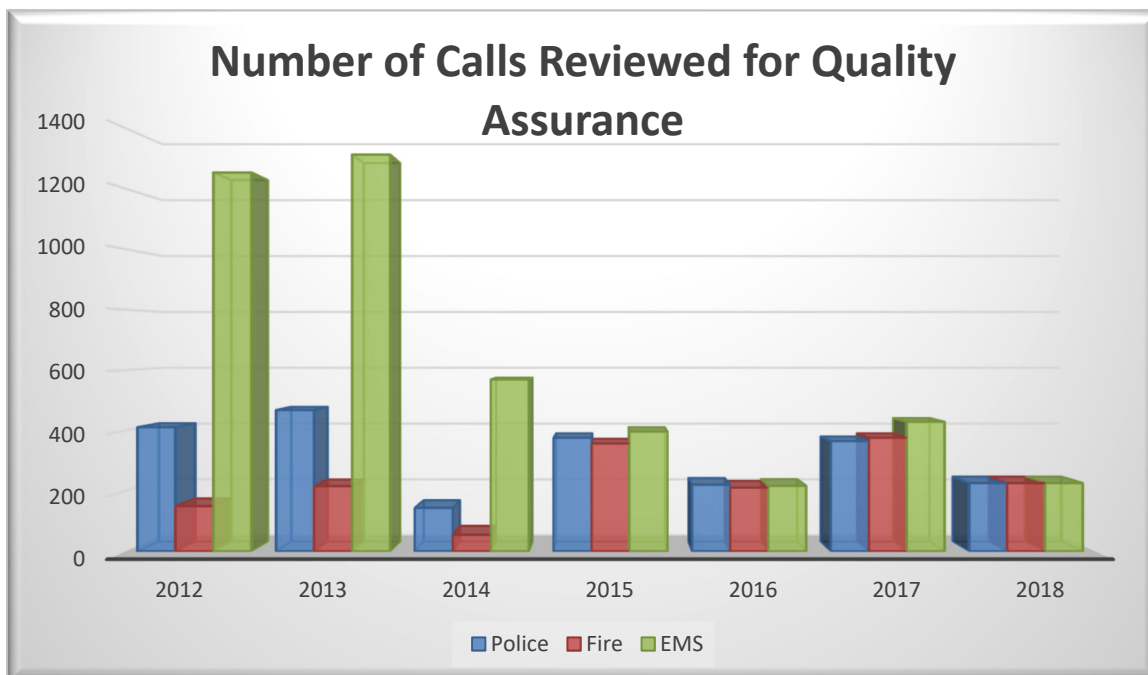
Public Records Requests

In 2018, NORCOM responded to 302 public disclosure requests. The complexity of these requests ranges from providing a single copy of a computer aided dispatch (CAD) log to 911 call audio, radio traffic, and CAD log for an incident to more in-depth collation, review, redaction, and compiling of responsive records over the span of months or years.
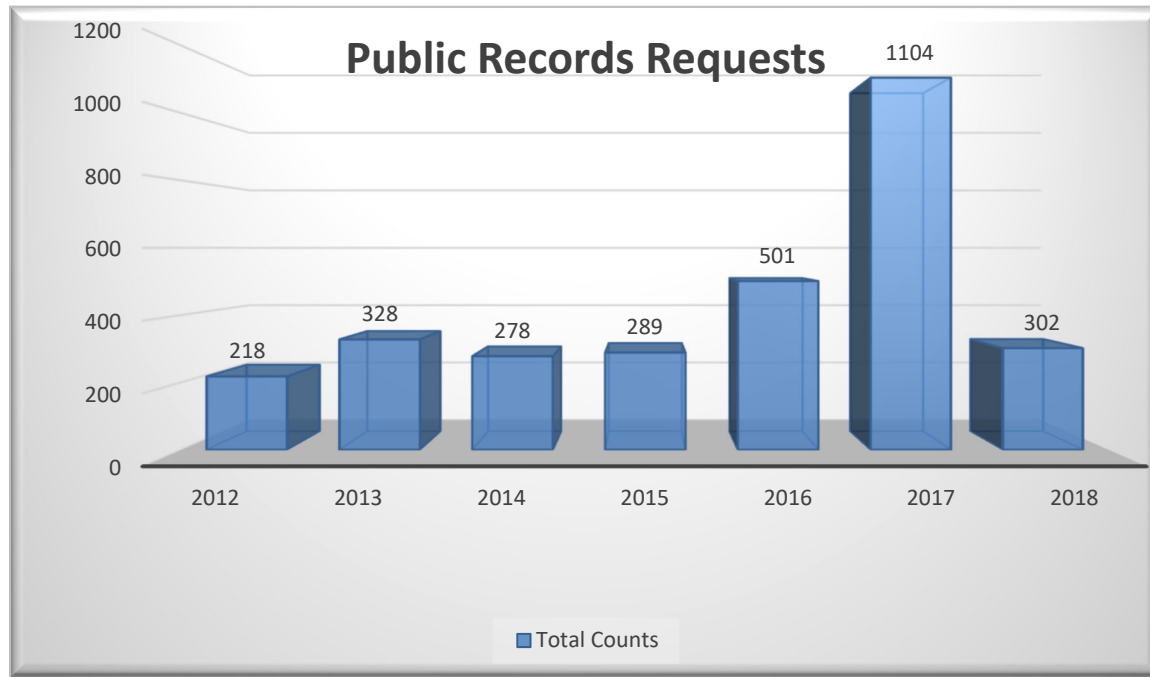
NORCOM did not meet the threshold for required reporting to the Joint Legislative Audit and Review Committee (JLARC) for the 2017 reporting period (July 23, 2017-December 31, 2017 with report due July 1, 2018). NORCOM reported to JLARC that they did not meet the threshold and therefore was not subject to the annual reporting requirement. NORCOM expects to meet the threshold for the 2018 reporting period with a report due July 1, 2019.

Agency Records Requests

In 2018, NORCOM responded to 743 requests for assorted data, audio recordings of 911 calls and radio traffic, and/or computer aided dispatch (CAD) logs. The requests came from all participating and subscriber agencies, other local and federal law enforcement agencies, other PSAPs, various city/county prosecutors, and other government agencies.

This represents an approximate 58% decrease in the number of requests compared to 2017. In a large part, this is due to city/county prosecutors gaining direct access to and training for RAADAR early in 2018 as well as additional features that were added to RAADAR. While these changes resulted in an overall fewer number of requests, those that did come through to NORCOM tended to be larger and more complex in nature.

Agency Requests

A bar chart titled "Agency Requests" showing values from 2012 to 2018 for categories BLVPD, KIRPD, MEIPD, FIRE, and OTHER. The y-axis ranges from 0 to 1200. A notable spike appears for BLVPD in 2017 reaching approximately 1150.
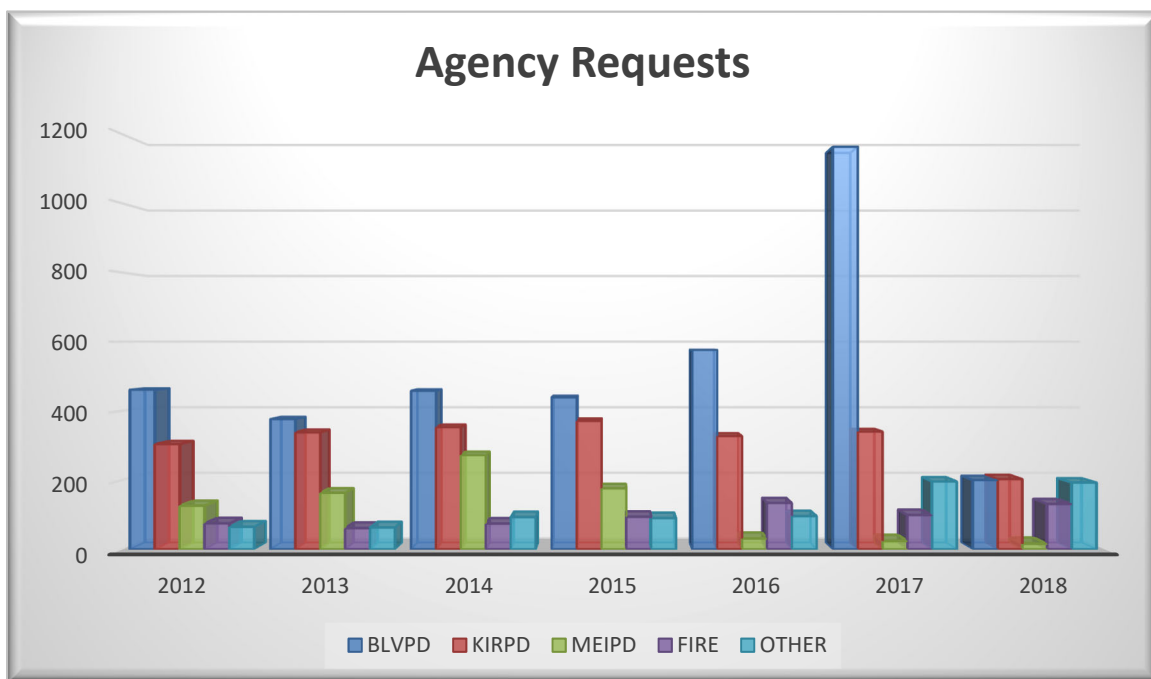
NORCOM stopped offering master audio holds in fall 2018. In addition, all agencies agreed to remove any holds in place from 2009-2016 and granted NORCOM permission to resume normal deletion protocols for these records.

NORCOM did not receive any subpoenas in 2018.

J.R. Lieuallen - Finance Manager

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

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

Please note that the financial information presented in this annual report has not been audited by the SAO and are subject to change.

NORCOM Financial Summary

The 2018 Operating Budget expenditures were approved at a 3.5% increase over 2017, which includes personnel costs, operating expenditures, and fund transfers. The budget was amended to account for the 2017 cash-basis ending fund balance in the amount of $574,033. At NORCOM's inception in 2009, 10-year forecasts were made for budgeted user fee assessments, budgeted expenditures and budgeted outside revenues. NORCOM has exceeded all its projections.

Revenues

Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Budgeted Outside Revenue	$ 1,238,838	$ 1,124,100	$ 1,355,355	$ 1,800,745	$ 1,748,242	$ 1,702,748	$ 1,736,575	$ 1,750,144	$ 2,210,744	$ 2,193,685
10-Year Forecast	$ 1,238,838	$ 1,271,048	$ 1,304,095	$ 1,338,002	$ 1,372,790	$ 1,407,109	$ 1,442,287	$ 1,478,344	$ 1,515,303	$ 1,552,185
Budget Less Forecast	$ -	$ (146,948)	$ 51,260	$ 462,743	$ 375,452	$ 295,639	$ 294,288	$ 271,800	$ 695,441	$ 641,500

Assessments

Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Budgeted Assessments	$ 8,834,581	$ 9,009,707	$ 9,218,611	$ 9,176,663	$ 9,404,743	$ 9,689,253	$ 10,067,106	$ 10,442,906	$ 10,332,415	$ 10,882,335
10-Year Forecast	$ 5,760,882	$ 8,984,606	$ 9,237,837	$ 9,761,144	$ 10,129,563	$ 10,510,420	$ 10,906,164	$ 11,317,380	$ 11,744,679	$ 12,189,696
Budget Less Forecast	$ 3,073,699	$ 25,101	$ (19,226)	$ (584,481)	$ (724,820)	$ (821,167)	$ (839,058)	$ (874,474)	$ (1,412,264)	$ (1,307,361)

Expenditures

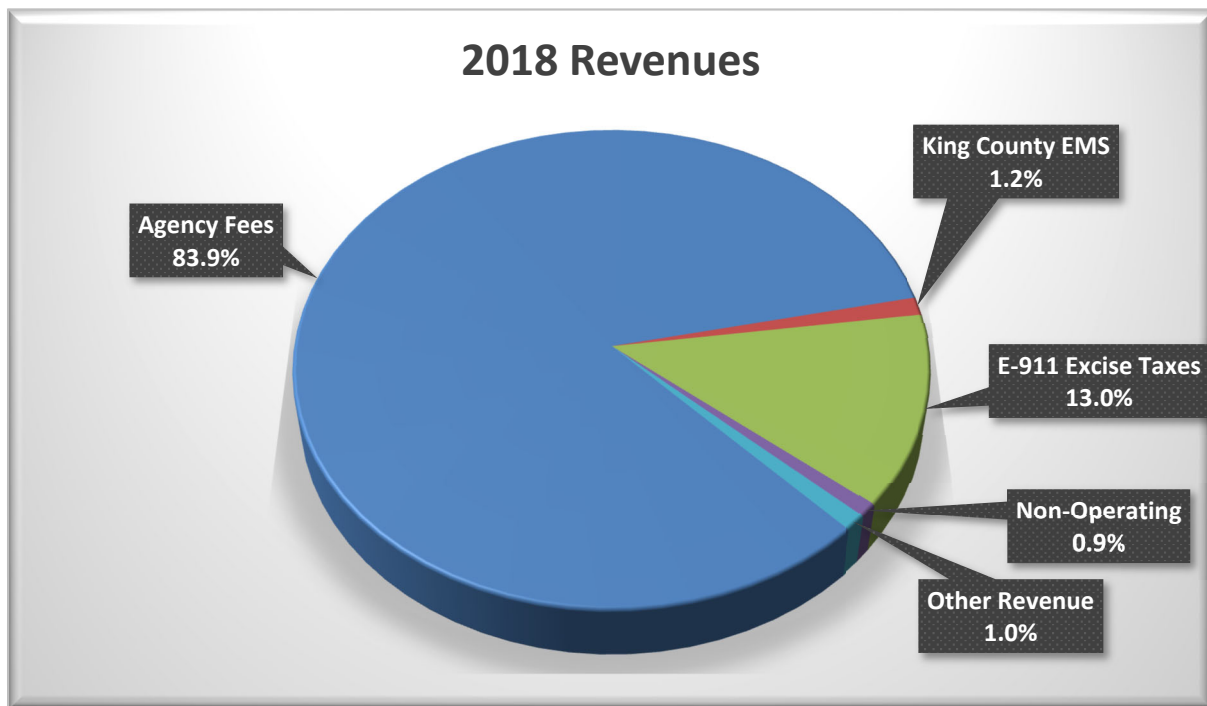| Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Budgeted Expenditures	$ 10,073,419	$ 10,266,121	$ 10,573,966	$ 10,977,408	$ 11,153,025	$ 11,392,001	$ 11,803,681	$ 12,193,050	$ 12,543,159	$ 12,819,570
10-Year Forecast	$ 9,999,720	$ 10,255,654	$ 10,631,932	$ 11,099,146	$ 11,502,352	$ 11,917,529	$ 12,348,451	$ 12,795,724	$ 13,259,982	$ 13,742,881
Budget Less Forecast	$ 73,699	$ 10,467	$ (57,966)	$ (121,738)	$ (349,327)	$ (525,528)	$ (544,770)	$ (602,674)	$ (716,823)	$ (923,311)

NORCOM strives to minimize assessments billed to its member agencies by searching for and utilizing outside revenues from a variety of sources.

The primary source of revenue remains and will continue to be assessments issued to NORCOM's participating agencies.

The primary outside source of revenue comes from the King County E-911 Program Office. Other revenue sources include funds from the King County EMS tax levy and Shoreline IT services provided by NORCOM, as well as other small revenue funds.

The following chart shows actual revenues totaled $13,113,699, which primarily consisted of assessed fees to member agencies.

2018 Revenues

King County EMS
1.2%

Agency Fees
83.9%

E-911 Excise Taxes
13.0%

Non-Operating
0.9%

Other Revenue
1.0%

NORCOM Expenses

The 2018 Operating Budget expenditures were approved at a 3.5% increase over 2017, which includes personnel costs, operating expenditures, and fund transfers. The budget was amended to account for the 2017 cash-basis ending fund balance in the amount of $574,033.

Personnel costs increased by 2.0% primarily due to increases in health benefits and a 2% market adjustment to wages.

NORCOM ended 2018 well within budget and is in the process of determining best options for use of the unspent funds. Once the most important areas of need are identified, the Governing Board will be presented with a proposal to amend the 2019 budget.

The following chart shows that personnel costs, totaling $9,526,473, make up the majority of NORCOM's expenses. Operating costs and capital outlays accounted for the remaining 25%, totaling $2,468,365 and $687,073 respectively.
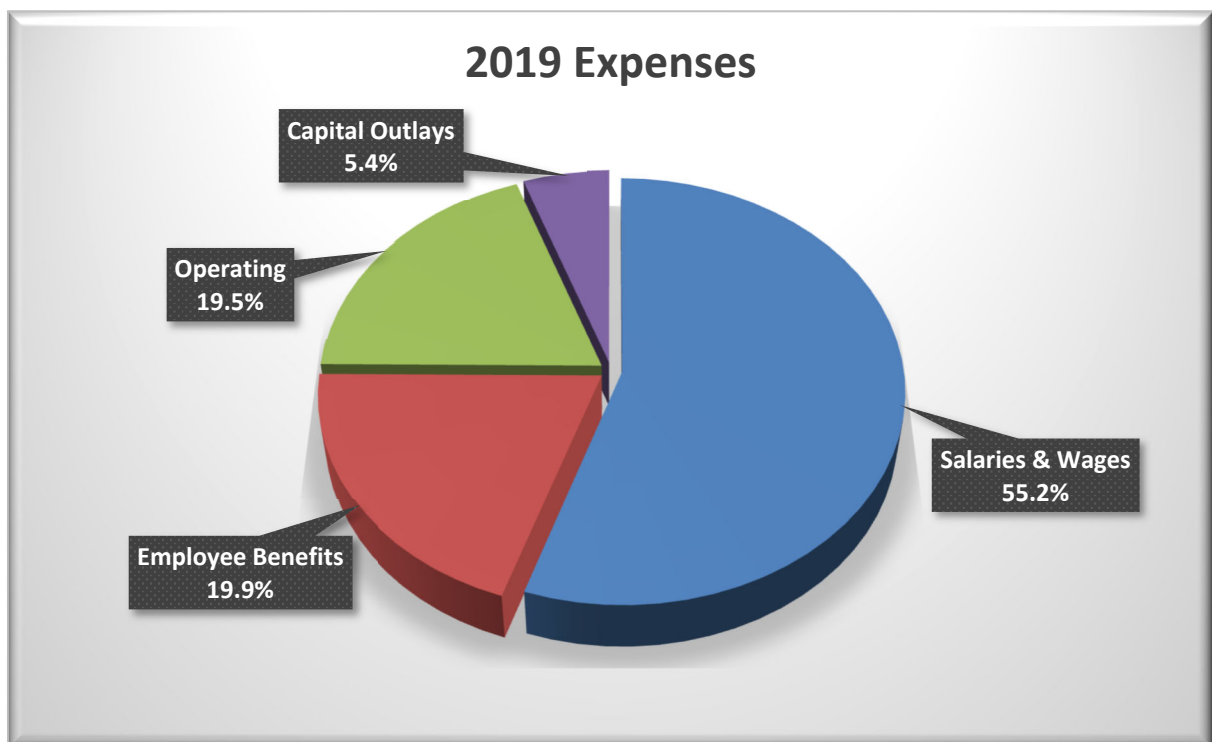
Capital Assets

The Capital Projects Fund was created to track projects lasting more than one year. The Integrated Communications and Records Management (ICRM) project began in 2008 with an initial budget of $5.065 million and was scheduled to be completed in 2010.

Due to setbacks in the development of critical software, NORCOM restructured management and oversight of the ICRM project. A committee was formed to help with project decision and direction and the Governing Board authorized the Executive Director to enter into an agreement with Foster Pepper for special counsel to support NORCOM during disputes with New World Systems with respect to these delays.

Dispute resolution took place in 2013 and was unsuccessful. Mediation was scheduled in Detroit, Michigan on March 3, 2014. NORCOM's Governing Board approved a Mediator's Agreement in April 2014 and in June 2014, the Board approved the Settlement Agreement and Third Amendment to the New World Systems contract.

Because of the delivery delays and defects, the Governing Board conducted an assessment to identify a new roadmap for the ICRM project. The result of this assessment acknowledged that a new path was necessary for Fire computer Aided Dispatch. New World Systems proposed a change in contract whereby NWS would no longer be the providers for the fire portion of the ICRM system. Since that time, NORCOM has utilized two separate Computer Aided Dispatch systems. Currently, TriTech Mobile is the fire CAD of NORCOM.

During 2017, NORCOM and NWS reached a new contract agreement and NWS has provided upgrades to the system. Upon completion of these upgrades, with no major defects, NORCOM paid the remaining $274,509 on the contract in 2018.

	Balance 1/1/2018	2018 Activity	Balance 12/31/2018
Capital Assets, no depreciated	$ -	$ 450,505	$ 450,505
Capital Assets, depreciated	8,274,173	236,568	8,510,741
Less: Accumulated Depreciation	(4,889,697)	(742,497)	(5,632,194)
Capital Assets, net of depreciation	3,384,476	(505,929)	2,878,547
Total Capital Assets, net	$ 3,384,476	$ (55,424)	$ 3,329,052

NORCOM's net position at the end of 2018 is approximately $6,569,751. This includes a major change in accounting principles due to GASB 68, which states that NORCOM must account for its share of Washington State's liability for PERS. This amount was approximately $6.3 million in 2017 and 2018 amounts are awaiting information from the State Auditor's Office. NORCOM's largest share of Net Assets is its investment in capital assets. Net position is represented as follows:

Net Position

- Operating Expense Reserve 2%
- Rate Stabilization 15%
- E-911 & Unreserved 14%
- Equipment Replacement Fund 16%
- Capital Projects Fund 12%
- Invested in Capital Assets 41%
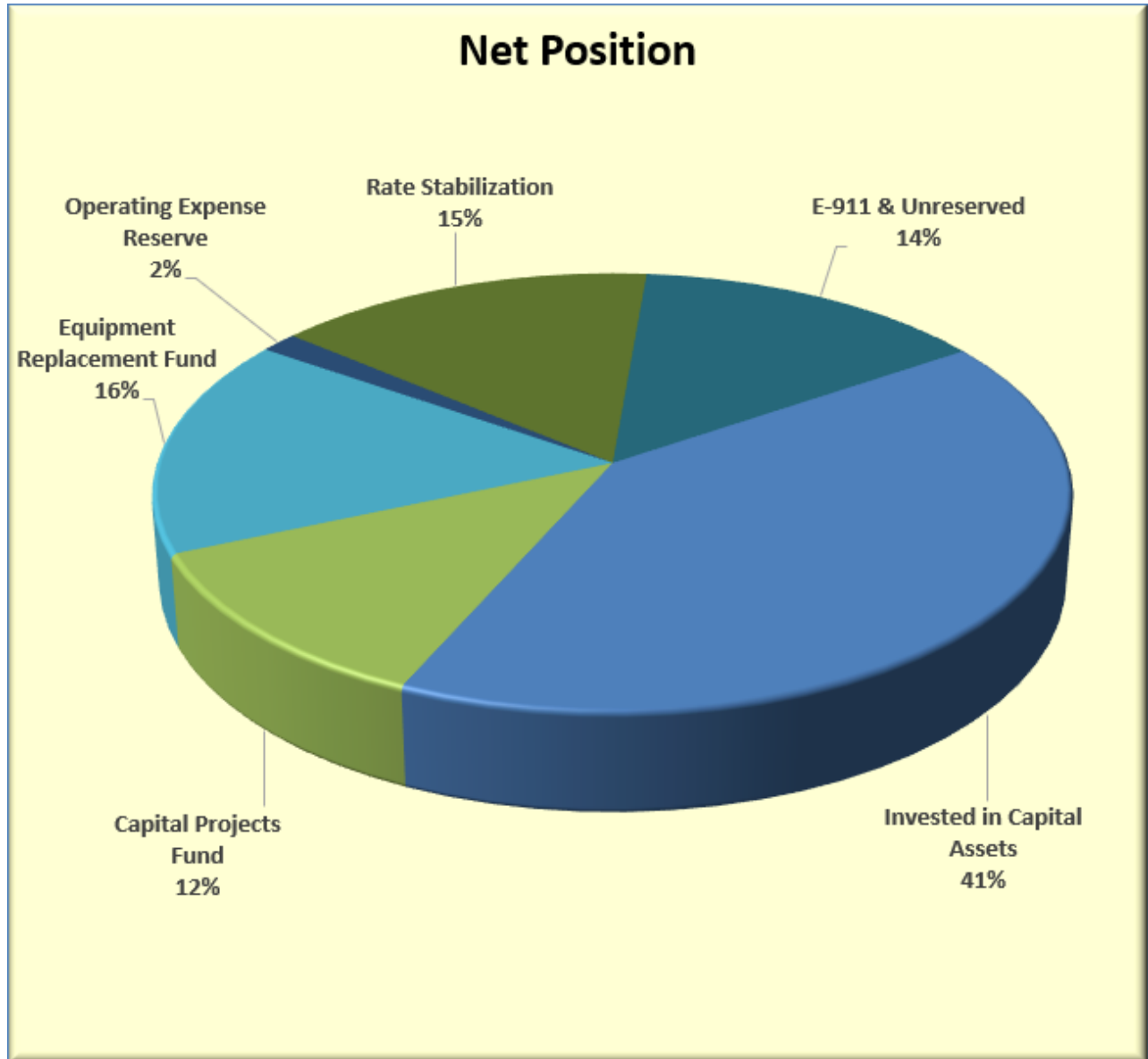
Budget to Forecast Comparison

NORCOM remains mindful of economic conditions which would impact user fees. The NORCOM team continuously looks toward the future to identify customer needs and service levels while focusing on efficiency and cost savings. NORCOM also looks to identify additional revenue options to help mitigate fees passed on to its users.

The following charts compare the business and service ten-year outlook to NORCOM's actual budget for outside revenues, budgeted assessments and expenditures.

Calls for Service and Agency Fees

The participating agencies provide most of the operating revenue to NORCOM. The method of allocating revenue is defined in the Interlocal Agreement and a new Functional Distribution Model was fully implemented in 2017. This model essentially uses calls for service as the basis for allocating fees to the agencies.

The annual average billable calls for service are determined based on the number of billable calls for service for the charged operation over the two-year historical call calculation period. The call calculation period is defined as the first calendar quarter of the preceding budget year and the seven calendar quarters preceding that.

The calculation is as follows:

1. Calculate NORCOM's FTE Percentage based on the following functions:
   a. Call Receiver
   b. Fire/EMS Dispatch
   c. Police Department Dispatch
   d. Police Department Radio
2. Calculate Agency Call Receiver Cost
   a. Unfunded budget x Call Receiver FTE % x (Agency CFS / Total CFS)
3. Calculate Fire/EMS Dispatch Contribution
   a. Unfunded budget x FD Dispatch FTE % x (Agency CFS / Total Fire CFS)
4. Calculate Police Dispatch Contribution
   a. Unfunded budget x FD Dispatch FTE % x (Agency CFS / Total Police CFS)
5. Calculate Police Data Radio Contribution
   a. Unfunded budget x Police Data FTE % x (Agency CFS / Total Police CFS)

Percentages are applied to the current approved budget, less revenues from other sources. The following table provides the 2018 user fees paid by NORCOM agencies.

2018 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2018 Total	2017 Total	Increase / Decrease	Percent Change
Bellevue Police	1,044,796	722,021		1,553,644	3,320,461	2,978,963	341,498	11.5%
Clyde Hill Police	37,784	6,251		56,186	100,221	88,793	11,428	12.9%
Kirkland Police	748,785	282,974		1,113,466	2,145,225	2,152,511	(7,286)	-0.3%
Medina Police	35,024	6,460		52,081	93,565	100,373	(6,808)	-6.8%
Mercer Island Police	239,870	35,424		356,694	631,988	624,639	7,349	1.2%
Total Police	2,106,259	1,053,130	-	3,132,071	6,291,460	5,945,279	346,181	5.8%
Bellevue Fire			757,626	408,031	1,165,657	1,119,840	45,817	4.1%
Bothell Fire			240,331	129,434	369,765	358,301	11,464	3.2%
Duvall Fire			35,299	19,011	54,310	53,434	876	1.6%
Eastside Fire and Rescue			403,680	217,408	621,088	570,311	50,777	8.9%
Fall City Fire			22,580	12,161	34,741	32,011	2,730	8.5%
Kirkland Fire			329,699	177,564	507,263	482,523	24,740	5.1%
Mercer Island Fire			106,898	57,572	164,470	156,072	8,398	5.4%
Northshore Fire			123,095	66,295	189,390	181,651	7,739	4.3%
Redmond Fire			382,862	206,196	589,058	574,717	14,341	2.5%
Shoreline Fire			416,732	224,438	641,170	613,963	27,207	4.4%
Skykomish Fire			13,481	7,261	20,742	14,654	6,088	41.5%
Snoqualmie Fire			33,013	17,780	50,793	55,101	(4,308)	-7.8%
Woodinville Fire			118,570	63,858	182,428	174,558	7,870	4.5%
Total Fire	-	-	2,983,866	1,607,009	4,590,875	4,387,136	203,739	4.6%
Agency Total	2,106,259	1,053,130	2,983,866	4,739,080	10,882,335	10,332,415	549,920	5.3%

Cost Per Call

Beginning with the 2012 Annual Report, NORCOM began reporting on a national metric known as "*Cost per Call*." This phrase is a term of art and must be distinguished from what is commonly referred to at NORCOM as "*Cost per Call*." Historically, NORCOM has used this phrase to refer to the costs billed to agencies for dispatched calls.

The national metric of "*Cost per Call*," or CPC, is quite different and quite important particularly for evaluating center performance with other 911 centers. CPC is a common measure of operational efficiency that is used throughout the spectrum of call centers from small to large. This metric also is commonly used to compare one center to another in benchmarking. CPC can simply be a labor cost per call, or it can be a fully loaded rate that includes wage rates in addition to telecommunications, facilities, and other costs.
In determining how to calculate CPC, it is critical to define the variables used and to use them consistently in conducting comparisons with other centers or in evaluating how well the center is using financial resources over time. Although each center will have different equipment and software, each center is providing the same basic service. CPC therefore provides a measure of how efficient that center vis-à-vis other centers is with respect to its staffing as well as its maintenance and operations.

Monitoring cost per call allows management to determine where to spend valuable funds on technology and process improvement, and to spot trends that necessitate further inquiry and action.

Distinction between Total Call Volume and Individual Call Types Call

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

The Distinction between Cost per Call for Service and Cost per Call

As mentioned in the opening paragraph on this topic, *CPC* must be distinguished from methodologies by which many multi-agency communication centers bill for their services. Often, such centers bill agencies based on "*Calls for Service*" or "*Calls Dispatched*" (the terms "calls for service" and "calls dispatched" are not always synonymous). In addition, all types of call centers report the number of "*Calls for Service*" or "*Calls Dispatched*" to the agencies they serve for those agencies' use in their own reporting and analysis.

Unfortunately, unlike CPC, there is no common agreement or universally accepted definition of what constitutes a "*Call for Service*." For example, some centers define "*Calls for Service*" to be the total of all CAD entries made in response to 9-1-1 calls, traffic stops by police officers, and on-view incidents by police officers. Other centers may not include all these categories or may include other categories. For centers that both bill on a "*Calls for Service*" basis and also monitor performance and conduct comparative analysis based on "*CPC*," it is important not to confuse the two or misunderstand the basic differences between them and their correct application.
A key point is that "Calls for Service" are not a valid basis to conduct comparative analysis between call centers because of the lack of uniformity in how a call for service is defined.

In 2018, NORCOM Telecommunicators handled 312,038 calls. Operating expenditures were $12,742,593, therefore, NORCOMS's CPC for 2018 was $39.98.

Cost per Call (CPC)							
	2012	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Expenditures	$10,977,408	$10,740,449	$11,192,001	$11,803,681	$12,193,050	$12,285,031	$12,434,612
Workload Calls	374,436	316,657	338,664	316,520	306,490	307,290	312,038
Cost per Call	$ 29.32	$ 33.92	$ 33.05	$ 37.26	$ 39.78	$ 39.98	$ 39.85

2018 Major Accomplishments

- Received a clean audit report from the State Auditor's Office for NORCOM's 2016 Financial Statements.

- Earned AWC Well City award for NORCOM's distinguished efforts to provide a healthy lifestyle for its employees.

- Applied for grant opportunities with the State of Washington and the Federal government to enhance 911 technology and infrastructure.

- Worked closely with the Finance Committee to develop a consistent and reliable budget for personnel expenditures.

- Developed strategies to mitigate effects of the reduction of E-911 program reimbursements.

2019 Goals & Objectives

- Monitor the operational needs of both police and fire/EMS stakeholders and the impacts of the new staffing model that has been adopted and funded on a trial basis in the operations budget.

- Continue work with Information Technology, Technology Committee, and Finance Committee to develop and implement Service Level Agreements between the agencies and NORCOM.

- Maintain AWC Well City Award.

- Research opportunities for operational and financial improvement in the department and agency.

- Continue to work with E-911 Program office to maintain positive working relationship and improve on reimbursement structure to agencies.

NORCOM Technology Services

Leading Edge – Innovation – Regional Knowledge Multiplier

Ron Tiedeman, Chief Technology Officer

NORCOM's Information Technology (IT) Department provides technology support, services and solutions to our Communication Center and participating Police, Fire and Emergency Medical Service agencies. Information Technology continues to focus on process efficiencies, organizational and fiscal sustainability through technology services and professional staff development.

Our focus has been directed at IT strategic planning, disaster recovery, large scale milestone projects, platform upgrades and system enhancements to achieve a standard of stability and performance. We continue our focus on fostering internal, external and regional relationships, standardizing policies, procedures, and training to better prepare for the future of training.

NORCOM IT takes pride in customer services, partnerships and providing turn-key technology solutions and services to its agencies locally and regionally through innovation and proven technological innovation that benefit everyone we serve three hundred sixty-five days a year, twenty-four hours a day.

IT strategy, services, processes, and communications are driven by its Mission Statement and Goals:

Mission Statement

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

Goals

- Exceed the expectations of all customers.

- Lead technology, innovative, cost effective IT solutions and strategic planning to all customers.

- Improve efficiencies and fiscal sustainability through automation and the application of new technology.

- Provide and foster responsive and proactive services locally and regionally to the customers we serve.

- Continually improve quality of support, technical skills, processes and documentation.

- Continuously improve "economy of scale" IT solutions which add value to all those we serve.

Service and Support

IT supports NORCOM's business units, 14 fire agencies and 6 police agencies. Support is provided through daily operations, new project implementations and maintenance of its infrastructure and systems. IT is responsible for a broad range of technologies and systems to support everything from the receipt of a 9-1-1 call to records management systems. Some of these systems are the 9-1-1 phone systems, two computer aided dispatch (CAD) systems, police and fire mobile data computers (MDCs), police and fire records management systems, corrections, fire station alerting, public safety radios, pagers, recordings and numerous data interfaces.

All critical systems have 24/7/365 IT support.

Law enforcement, fire and medical services have no boundaries; therefore, IT works closely with outside agencies on regional projects and committees to further support its Communications Center, Fire and Police agencies.
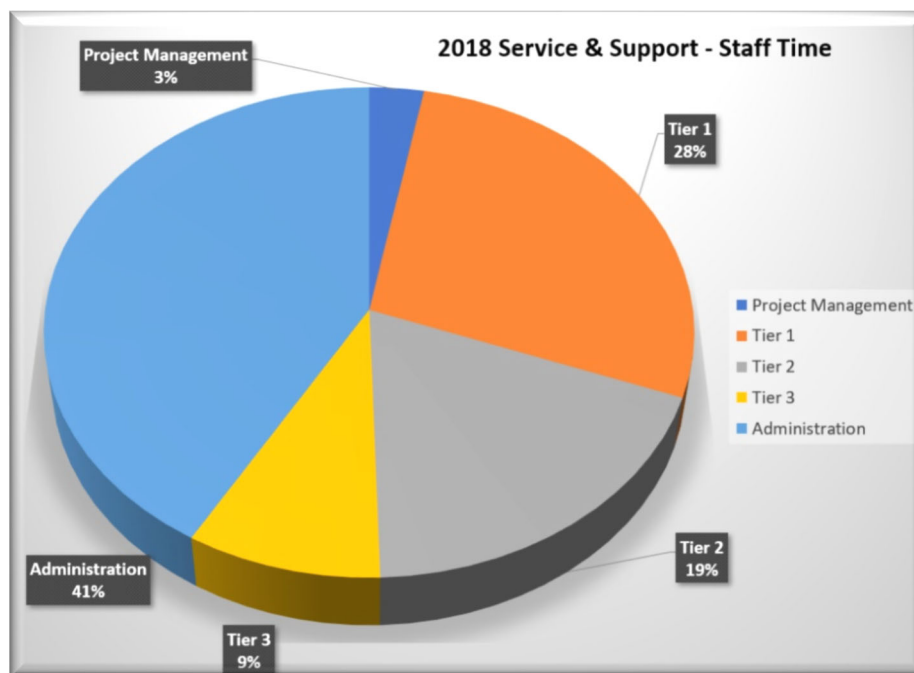
The table on the next page breaks out the wide-range of IT Services and weight of effort with respect to five areas of operations:

- Tier 1 – Service Desk.
- Tier II – GIS, Application and System Service Desk Support.
- Tier III – Infrastructure Support & Software Development.
- Project Management.
- Administration.

Service	Description	
Service Desk – Tier I		
Email / Phone Support	First point of contact for NOTIS tickets, questions, remote and on-site troubleshooting.	28%
Agency Support	Customer support of software, related hardware and technical services.	
Maintenance	Upgrades, maintenance and support of software and interfaces.	
Mobile Computers	On-site support of mobile data computers (MDCs).	
Fire Station Alerting	Maintain and troubleshoot Locution fire station alerting and paging.	
24 x 7 On Call	Support 24 hour on call for critical issues and after-hour support notifications.	
Inventory Tracking	Manage asset purchases and tracking.	
GIS, Application and Systems Support – Tier II		
GIS Maintenance	Maintenance and support of all mapping in both CAD systems.	19%
GIS Services	Mapping, plotting, special project requests, data layer, center line updates, additions, deletions and 911 office support.	
Advanced Application Support	Support of advanced application issues, additions and custom report and/or training requiring advanced technical ability.	
Police / Fire Alerting	Support VHF police and fire paging services.	
IT Contract Support	Provide IT support contract services to agencies.	
Radio Service	Support radio dispatch consoles, radio services, and a variety of communications equipment utilized for 911 calls.	
911 Telephony Support	Support King County E911 telephone equipment and first line of support for operations to communicate with vendors and 911.	
Infrastructure Support and Software Development – Tier III		
Public Records	Data collection for IT-related searches and requests.	9%
System Administration	Administer user information, access, email, login information and related computer policies as related to all systems.	
Customer Reports	Provide detailed reporting services, create custom reports and provide historical data on request.	
Telephony	Manage and support administrative phone lines and services.	
Server Administration	Administer, manage, support and monitor all production equipment to ensure 24 x 7 operation.	
Software Development	Develop, program and create software services and applications to meet the needs of the customer.	
Network Security	Ensure highest level of security to prevent internal and external threats including network intrusion, viruses and malware.	
Network Administration	Administer, support and configure network availability between agencies and connectivity to services.	
Project Management		
Project Development	Create and facilitate project scope and data collection requirements.	3%
Project Management	Manage all aspects of projects during and after implementation.	
Software Planning	Manage, track and facilitate software and hardware changes.	
Upgrade Planning	Manage, track and facilitate hardware and software replacement.	
Administration		
Contract Management	Support all business agreements, ILAs and SLAs related to IT.	41%
RAADAR	Manage, plan and coordinate all RAADAR software development, programming and implementation.	
Strategic Planning	Plan and create five-year technology plan.	
Regional Committees and Initiatives	Attend and participate in regional committees, boards and meetings related to NORCOM and emergency communications.	
Administrative	Facilitate, manage and supervise all aspects of business and employees including budget, training, employee development and reporting for Executive Director, boards, agencies and customers.	

2018-19 Key Technology Initiatives

- Continue development of regional initiatives like RAADAR, and host agency collaborative IT solutions.

- Lead the PSAP industry and be recognized for innovation, forward thinking and shared services.

- Provide cutting-edge cost-effective technology and superior support to NORCOM and our agencies.

- Continue CAD consolidation discussion – Business and cost efficiencies improvements.

- CAD upgrade project – Tri-Tech server/software upgrade version 5.8 to include RapidSOS interface.

- Convert or upgrade paging infrastructure to leased or owned NORCOM infrastructure services.

- Implement CAD-I message switch project for efficiencies in operations and officer safety.

- Implement CAD-X – Regional automatic aid and dispatch efficiencies software.

- Complete VIPER 911 phone system upgrade replacement.

- Upgrade and replace 911 voice recording system and integrate with operations and PSERN project.

- Implement 7 "new" dispatch consoles and upgrade 22 existing consoles under the PSERN project.

- Build NORCOM IT Enterprise Services through revenue and increased staffing to support demand.

- Continue to seek grant and business opportunities to improve revenue and services to our agencies.

- Finalize and implement NORCOM Disaster Recovery Center and shared Hot Site services.

- Complete RAADAR data sharing agreements, Integrate RAADAR regionally through partners:
    - Washington State Patrol, Snohomish County 911, South Sound 911, King County Sheriff, Seattle.

- Market and Build Revenue Opportunities - NORCOM IT Enterprise Services:
    - Market NORCOM custom Interfaces – PetData, NFORS, and others.
    - Market IT regional shared services and technical support to all agencies.

- Develop regional PSAP concentric GIS Portal for GIS subscription and consumption.

- Develop regional GPS solution for CADI interface consumption and officer safety.

- Develop Internet sharing opportunities through NORCOM public IP and GigaPOP access.

- Market RAADAR privately and publicly and build NORCOM business plan.

HIGH-PERFORMING, STATE-OF-THE ART, REDUNDANT, & SECURE TECHNOLOGY SYSTEMS & SERVICES
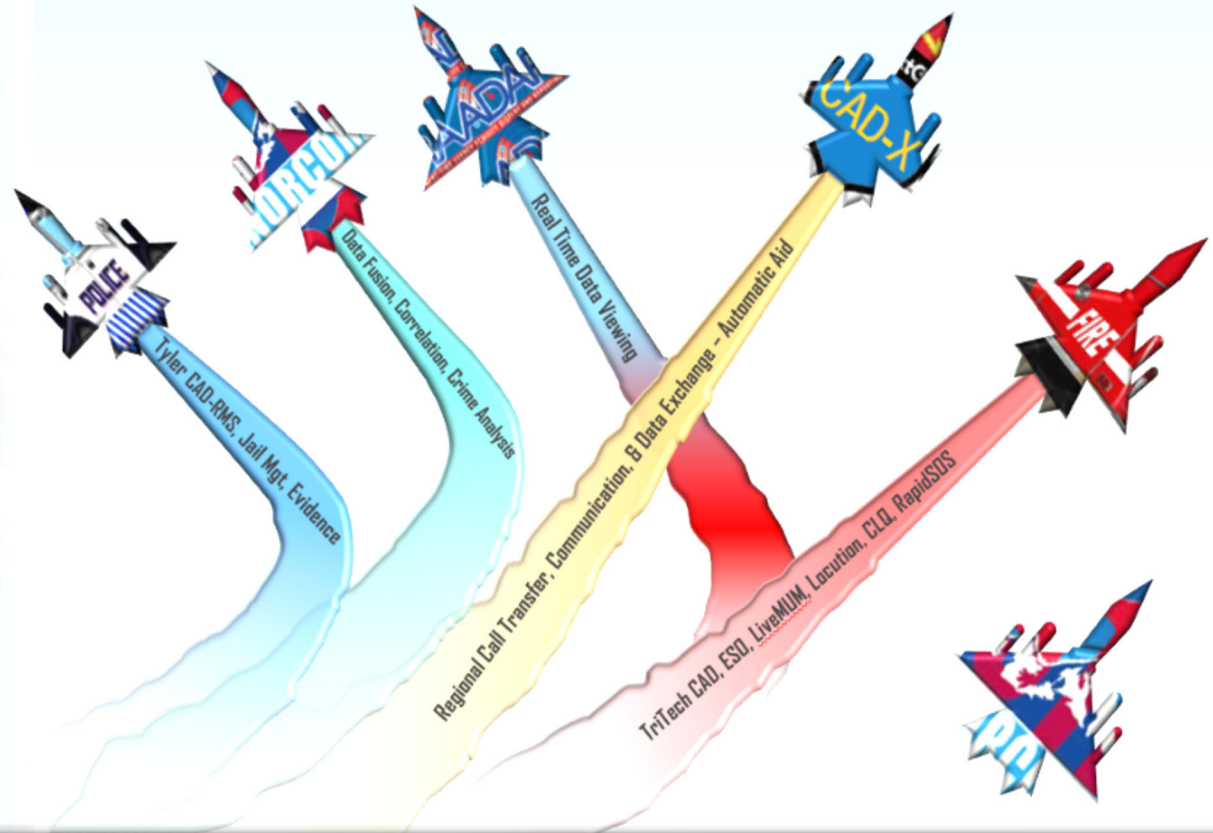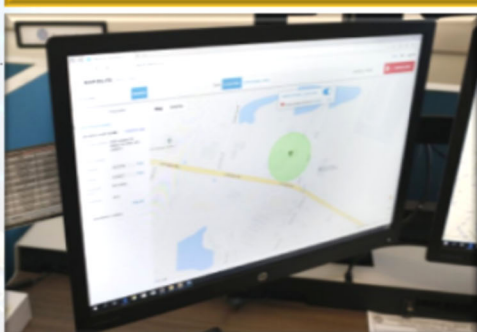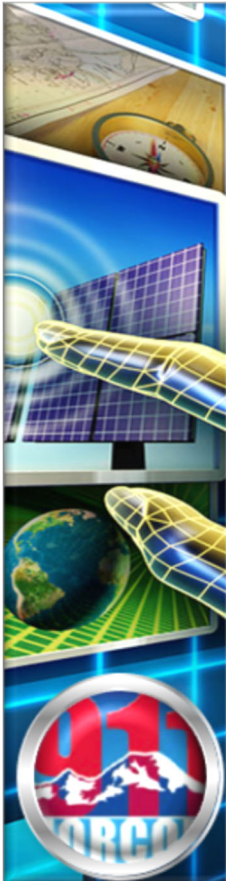

NORCOM
LiveMUM
(LIVE MOVE-UPS)

NORCOM CLQ – CALLER LOCATION QUERY
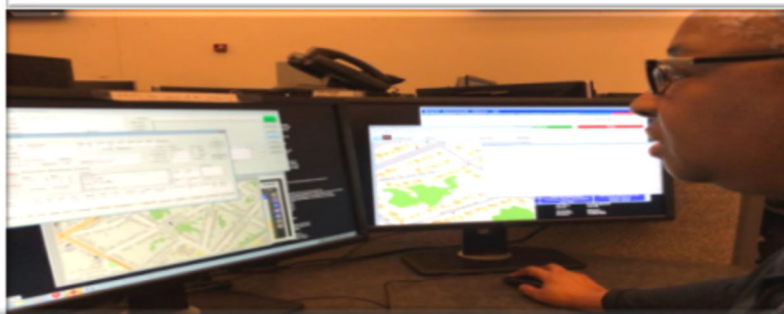*LOCATING CALLERS WITHIN TEN FEET OR LESS*
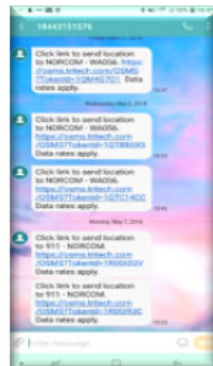
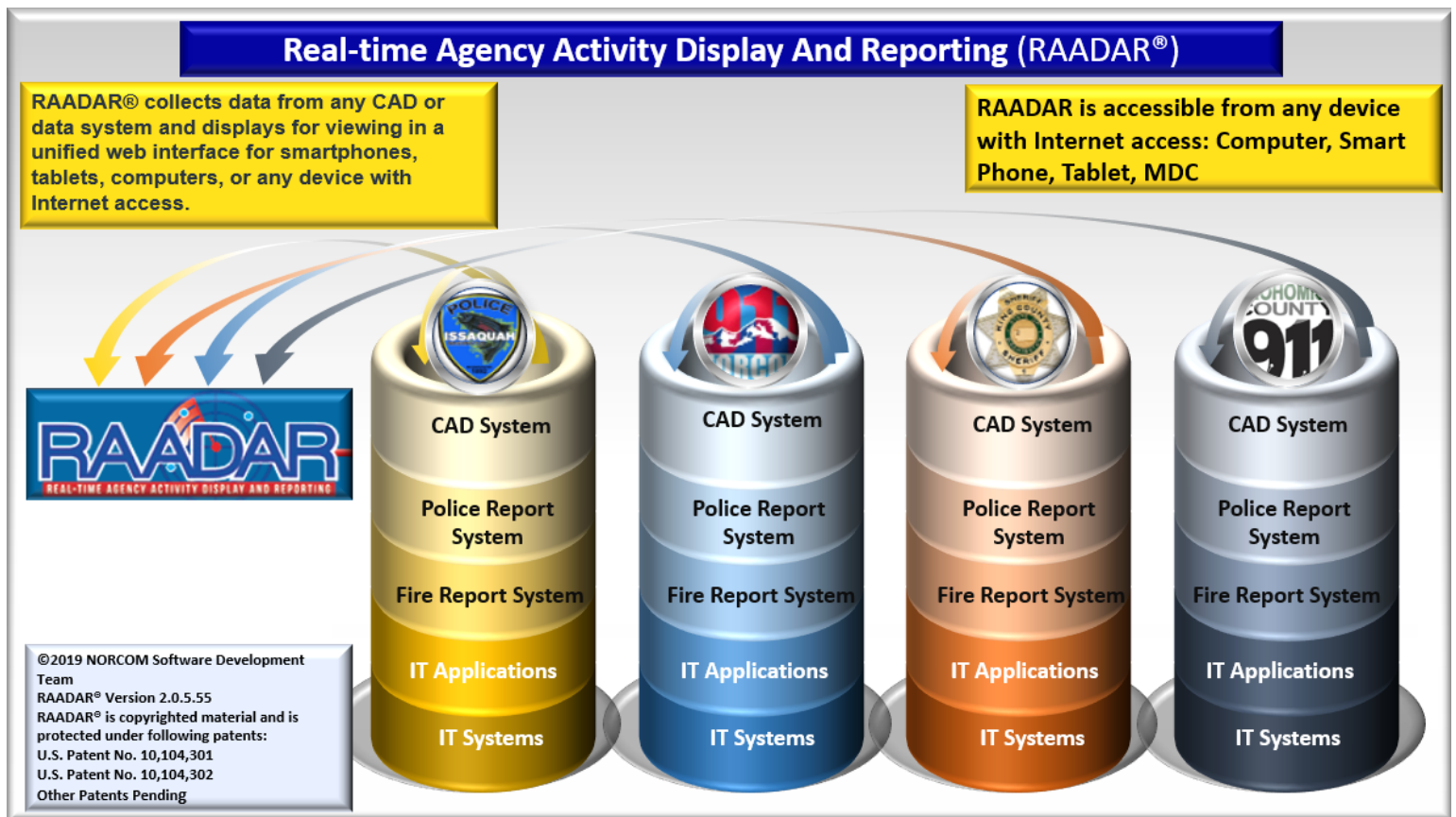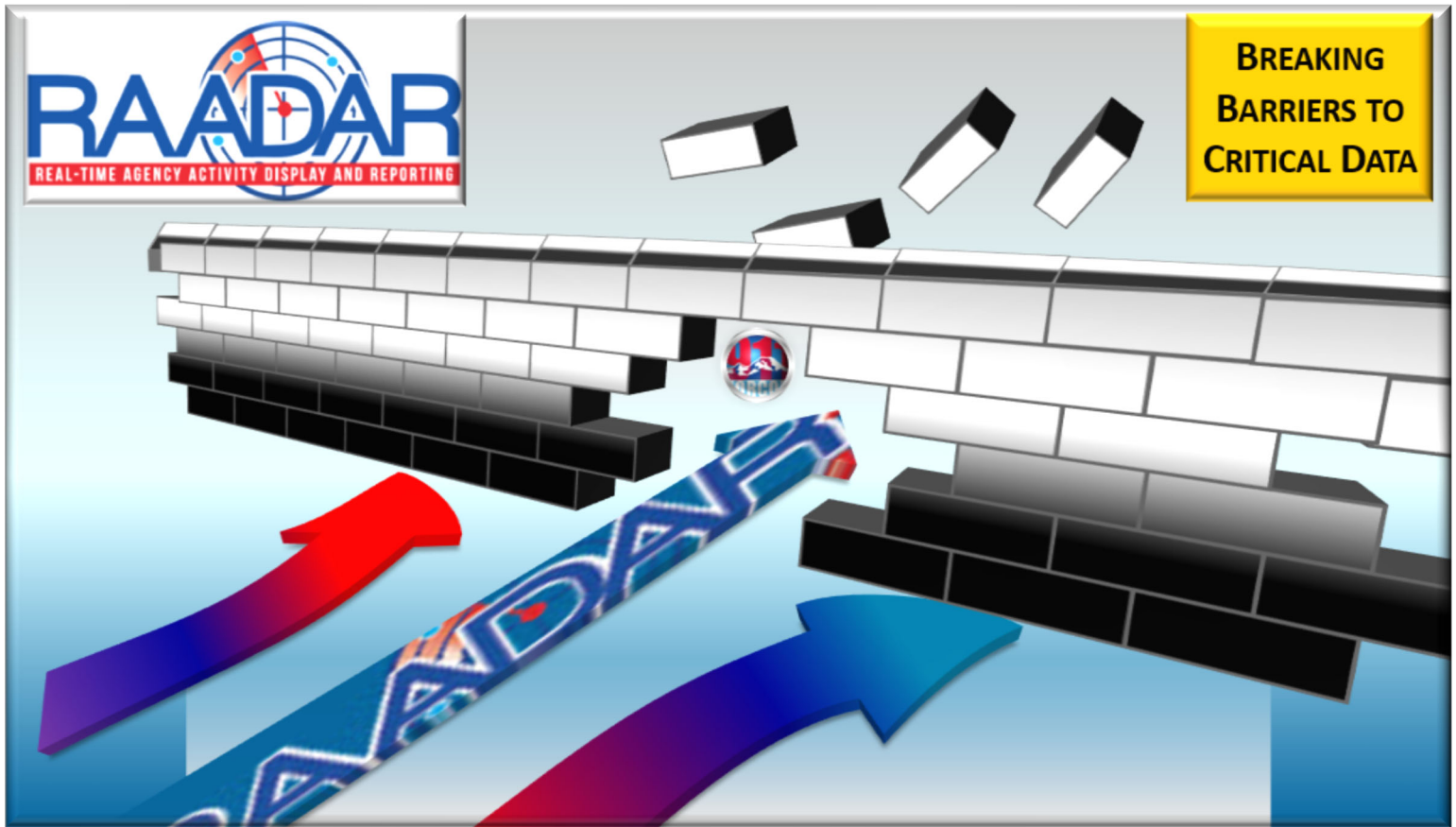**NORCOM – RAPIDSOS & RAPIDLITE**
NEXT GENERATION CALLER LOCATION & MORE

- **RapidSOS selected NORCOM as flagship for Washington State**
  - *Full Grant to NORCOM*
- **Native to current iPhones & Androids**
  - *Auto sends GPS coordinates*
  - *Smartphones, Wearables, Mobile Apps*
  - *Smart Devices, Connected Cars*
- **RapidLITE now installed at NORCOM**
  - *RapidSOS to follow 2019 TriTech upgrade*

Real-time Agency Activity Display And Reporting (RAADAR®)

RAADAR® collects data from any CAD or data system and displays for viewing in a unified web interface for smartphones, tablets, computers, or any device with Internet access.

RAADAR is accessible from any device with Internet access: Computer, Smart Phone, Tablet, MDC

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RAADAR® Version 2.0.5.55
RAADAR® is copyrighted material and is protected under following patents:
U.S. Patent No. 10,104,301
U.S. Patent No. 10,104,302
Other Patents Pending

CAD System

Police Report System

Fire Report System

IT Applications

IT Systems

RAADAR® collects data from any CAD or software system and displays for viewing in a unified web interface for smartphones, tablets, computers, or any device with Internet access.

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RAADAR© is copyrighted material and is protected under following patents:
U.S. Patent No. 10,104,301
U.S. Patent No. 10,104,302
Other Patents Pending

Current Active Calls

Auto Refresh: 5 sec ▼ Agency Type: All ▼ ☑ Display Pending Calls Select Environment: Production ▼

Last Update At: 04/27/2018 13:53:26 Number of Active Calls: 30

CFS	Incident	Priority	Type	Department	Address	Units	Radio	Call Time	Elapsed	Agency
137	2018-00015063	3	T	KIRPD	12200BLK NE 116TH ST	1K2		13:52:12	00:01:14	Police
543	BEFD00783518	F3	Aid - Non-Emergency	BEFD	12620 SE 41ST PL	E4	FTAC1	13:49:17	00:04:09	Fire
542	BEFD00783418	F3	Aid - Emergency	BEFD	2950 NORTHUP WAY APT 105	E6	FTAC1	13:48:27	00:04:59	Fire
135	2018-00023296	4	QA	BLVPD	325 120TH AVE NE	2B2		13:47:54	00:05:32	Police
134	2018-00015062	3	Alarm	KIRPD	12420 NE 100TH ST	1K1		13:47:34	00:05:52	Police
539	ESFD00332518	F3	Aid - Emergency	ESFD	400 SE ORCHARD DR	A87	FTAC1	13:45:24	00:08:02	Fire
538	REFD00293118	F3	Aid - Non-Emergency	REFD	3822 167TH PL NE BLDG J APT J2029	A12	FTAC1	13:44:29	00:08:57	Fire
127	2018-00023292	4	Direct Patrol	BLVPD	1800BLK 156TH AVE SE	7B21		13:43:39	00:09:47	Police
122	2018-00023294	4	Theft	BLVPD	400 SE ORCHARD DR	2B1		13:39:33	00:13:53	Police
120	2018-00023293	5	WACIC BLVPD Warrants	BLVPD	450 110TH AVE NE	2A6		13:38:23	00:15:03	Police
119	2018-00023290	3	Contact of a Person	BLVPD	16100BLK SE 33RD PL	1B4		13:38:02	00:15:24	Police
532	KIFD00364618	F3	Aid - Emergency	KIFD	12113 NE 141ST ST	E27	FTAC1	13:36:45	00:16:41	Fire
107	2018-00023288	4	Fraud	BLVPD	17270 NE 8TH ST	2A4		13:27:58	00:25:28	Police
103	2018-00023295	4	Area Check	BLVPD	5800 123RD AVE SE	2B6		13:22:03	00:31:23	Police
99	2018-00015059	4	Assist	KIRPD	5006 114TH AVE NE	1K3		13:20:00	00:33:26	Police
85	2018-00023283	5	Follow Up	BLVPD	11850 BEL RED RD	2B4		13:10:34	00:42:52	Police
82	2018-00023279	4	Assist	BLVPD	450 110TH AVE NE	B486		13:08:32	00:44:54	Police
512	SHFD00258618	F3	MVA - Aid Emergency	SHFD	15505 WESTMINSTER WAY N	A65	FTAC2	13:08:21	00:45:05	Fire
507	BEFD00783218	F3	Medic	BEFD	23 148TH AVE SE	A3	FTAC1	13:03:14	00:50:12	Fire
505	BEFD00783118	F3	Aid - Emergency	BEFD	5225 119TH AVE SE	A2	FTAC1	13:01:52	00:51:34	Fire
73	2018-00023277	3	Fraud	BLVPD	12727 SE 38TH ST	2A5, 2B5, 7B10		13:00:51	00:52:35	Police
68	2018-00023274	4	Direct Patrol	BLVPD	15300BLK NE 8TH ST	7B12		12:48:48	01:04:38	Police
64	2018-00015061	4	Burglary	KIRPD	12514 128TH LN NE	1K4		12:41:54	01:11:32	Police
63	2018-00004499	5	WACIC Impound	MEIPD	3209 SHOREWOOD DR	I161		12:41:13	01:12:13	Police
7	2018-00015053	3	Contact of a Person	KIRPD	12033 NE 80TH ST	8K31		11:15:55	02:37:31	Police
936	2018-00023242	4	Warrants	BLVPD	450 110TH AVE NE	8B27		10:06:35	03:46:51	Police
887	2018-00023231	4	Off Duty Detail	BLVPD	143 BELLEVUE SQUARE	B440		09:16:41	04:36:45	Police
872	2018-00015032	5	Follow Up	KIRPD	11605 132ND AVE NE	9K21		08:58:31	04:54:55	Police
833	2018-00023224	4	Direct Patrol	BLVPD	4333 FACTORIA BLVD SE	8B35		08:21:42	05:31:44	Police
789	2018-00023217	4	Off Duty Detail	BLVPD	110TH AVE NE / NE 6TH ST	B301		07:03:09	06:50:17	Police

Pending Calls

Number of Pending Calls: 7

CFS	Call Priority	Call Type	Agency	Department	Address	Call Time	Elapsed
133	4	MV Theft	Police	BLVPD	4272 135TH AVE SE	13:46:45	00:06:41
131	5	Follow Up	Police	KIRPD	515 16TH AVE W	13:45:51	00:07:35
108	4	Unwanted Subject	Police	KIRPD	10023 NE 120TH ST	13:28:01	00:25:25
106	4	Missing Juvenile	Police	KIRPD	13119 107TH PL NE	13:27:36	00:25:50
86	4	Traffic Abandon	Police	KIRPD	11414 NE 128TH ST	13:11:21	00:42:05
31	4	Theft	Police	KIRPD	4301 LAKE WASHINGTON BLVD NE	12:01:20	01:52:06
399	F6	Information Documentation	Fire	BEFD	134TH AVE NE / NE 8TH ST	09:33:59	04:19:27

Smartphone/Computer/Tablet Viewing:

- **Call Detail in Real Time**
- **Mapping in Real Time**
- **911 Audio in Real Time**
- **Radio Audio in Real Time**
- **Detailed Reports**

Smartphone/Computer/ Tablet Viewing:

- **Alerts & Notifications To:**
    - **Station or User**
    - **Customizable**
    - **Audible and/or Digital**
- **Road Conditions**
- **Automatic Vehicle Location (AVL)**
- **Address Detail Reports**
- **Personnel Accountability**
- **Customizable Reports**
- **Customizable Dashboards**
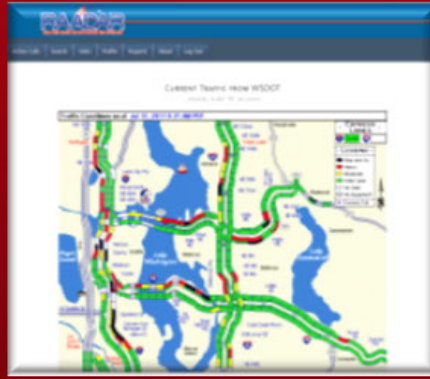
RAADAR Heat Maps – Eastside Fire & Rescue MVA - Example
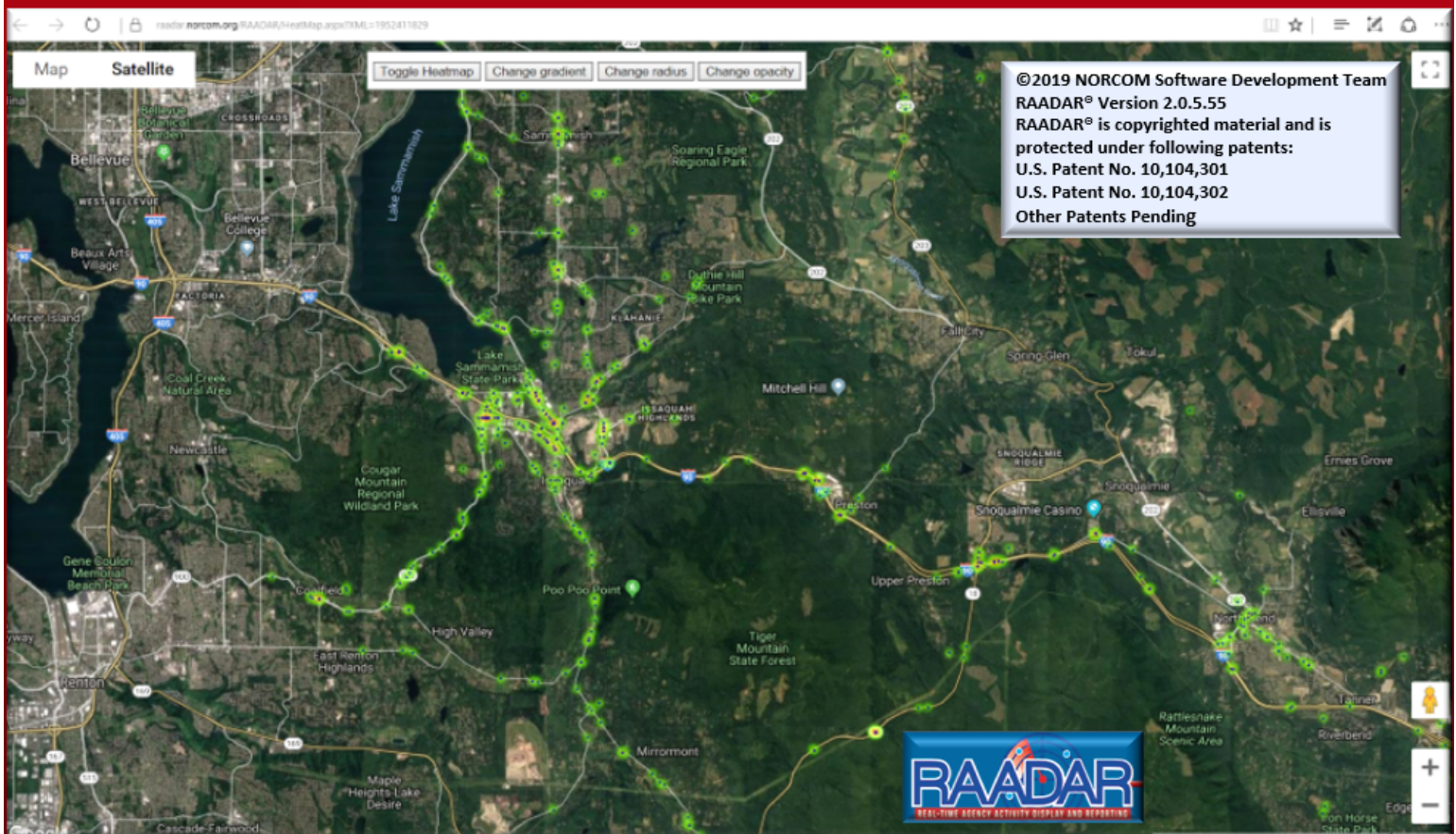
NORCOM IT
Automatic Aid
NG-CAD-X

- **NG-CAD-X to connect NORCOM CADs**
  - *NORCOM Fire CAD (TriTech)*
  - *NORCOM Police CAD (Tyler)*
  - *Both CADs already failover to the other*
  - *Both CADs now share common GIS Database*
  - *NG-CAD-X will provide one user interface to both*

- **Establishes key infrastructure for:**
  - *Automatic Aid for 6 regional Fire PSAPs*

- **Allows transfers across multiple PSAPs**
  - *Reduces Call Transfers*
  - *Original Call Taker Direct to Correct PSAP*

- **Cross Jurisdiction Commands:**
  - *Entry for Dispatch*
  - *Unit Status*
  - *Request for Resource*
  - *Incident Detail*
  - *Notification*
  - *Instant Message*

Port of Seattle Fire

Snohomish 911

NextGen CAD-X

South Sound 911

Valley Comm

Seattle Fire

NORCOM & *FirstTwo*
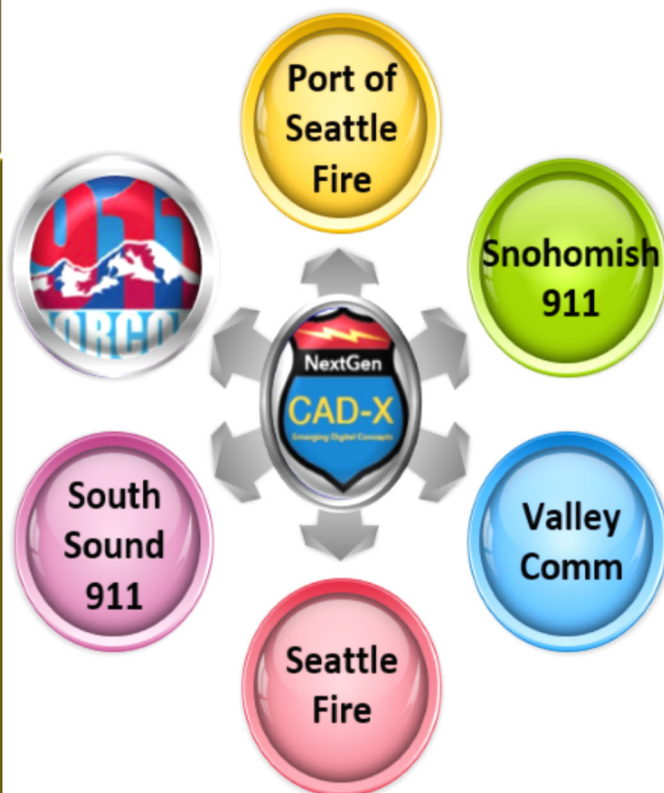
FIRSTTWO
ARMED WITH INTELLIGENCE

Montecito Mudslides

Sonoma County Fires

Nelson Middle School
6300 Davis Street
Smith Valley, CA 93555
Ph 410-528-1833
Fax 410-347-9439
Grade levels 6-8
Enrollment 1436
Principal John Ford

County OES
County Road Closures
County Search & Seizure

Prioritized Project Management

In 2018, NORCOM IT expended over 11,000 hours in project-based work which was far above other years due to prioritized projects and NORCOM's two-year prioritized project list. The project list is currently at 107 projects and the JIPTL depicted on the next page only reflects the first page of those 107 projects. NORCOM IT continues to work closely with all agencies to better understand business agency process, priorities, and needs. Process review helps NORCOM IT provide better service, support and solutions with higher level of success.
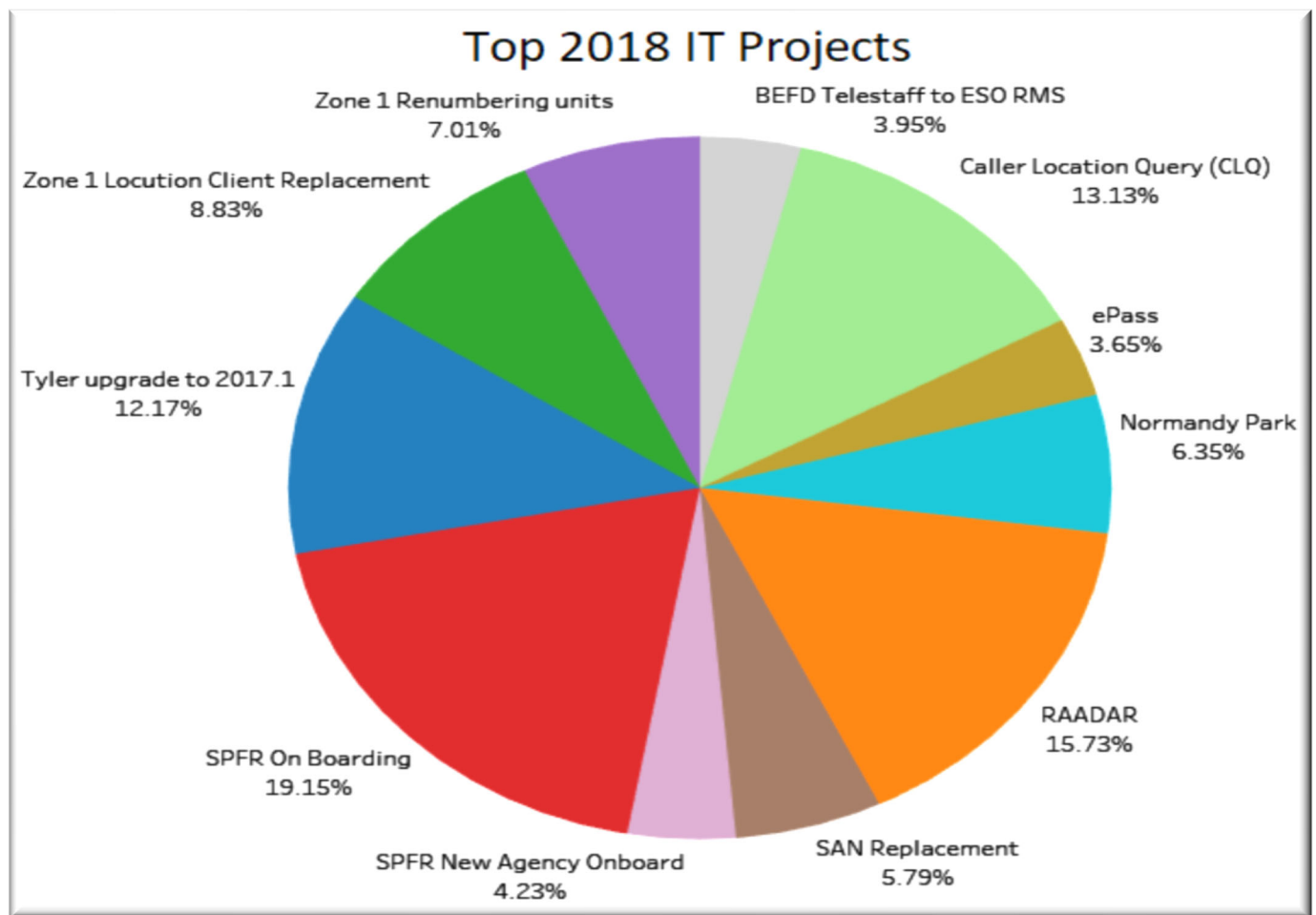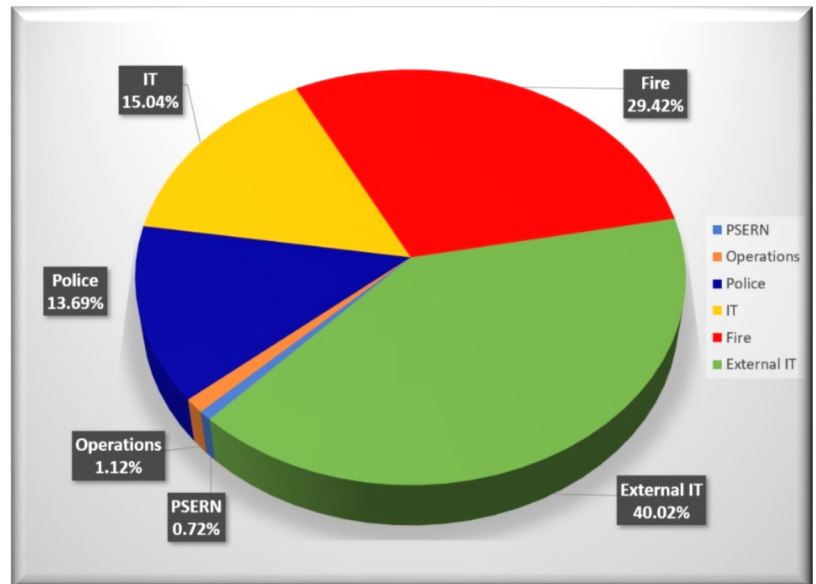
PROJECT PRIORITIZATION & WORK PLAN DEVELOPMENT (JIPTL)

CONSOLIDATED PRIORITIZED JIPTL & PLAN

GOVERNING BOARD

CONSOLIDATED PRIORITIZED JIPTL & PLAN (WITH AMENDMENTS)

JOINT OPERATING BOARD

CONSOLIDATED PRIORITIZED JIPTL & PLAN

EXECUTIVE DIRECTOR, FINANCE DIRECTOR, IT DIRECTOR, ICRM PROGRAM MANAGER
WORKING WITH GROUPS BELOW TO DEVELOP A PROPOSED CONSOLIDATED PRIORITIZED PROJECT LIST AND PLAN

Prioritized List	Prioritized List	Prioritized List
Other	**FIRE**	**POLICE**
NORCOM, External Stakeholders	Fire Stakeholder Group	Police Stakeholder Group

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NORCOM JIPTL
JOINT INTEGRATED PRIORITY TECHNOLOGY LIST (2017-2019)

Requested Date	Start Date	End Date	Project #	Stakeholder Priority #	Title	Estimated Costs in 2018	Budgeted? Yes/No	Status
2017	2017 Q2	2019 Q4	211	1	* Sound Transit - Tunnel Impact	$5,000 to $50,000	No	In Progress
2016	2016	2018 Q1	144	1	Interim Text to 911	$0	--	In Progress
2016	2017 Q2	2017 Q4	168	1	Tyler Upgrade - Major upgrade to v.11x	$220K	Yes	In Progress
2017	2018				New Tyler Modules - available with v.11 upgrade	30k	No	Agencies reviewing new modules in TEST
2017	2017 Q2	2017 Q4	185	1	* Electronic Passport System (ePASS)	*	*	Discovery
2017	2018 **			(1)	* Tablet Command (Based on est. of 5 device licenses per agency)	$27K -$45K	No	2018 Budget Requested
2017	2018 **			(1)	* Interra Situation Analyst	$35K	No	2018 Budget Requested
2016	2017 Q3	2017 Q4	203	2	TriTech Upgrade - Major Upgrade to v.5.7x	$4,100	Yes	Planning
2016	2017 Q2	2017 Q4	198	2	ArcGIS Server/ArcGIS Online	$4,500	Yes	In Progress
2017	2018 **	2019		2	Disaster Recovery Site Build	$500K	No	2018-2019 Budget Requested
2016	2017	2018 Q2	202	3	TriTech Address Points - Pilot	$0	--	Not Started
2016	2017 Q1	2021	206	3	PSERN	$0	--	Planning
ER Schedule	2017 Q2	2017 Q3	183	3	Zone 1 Locution Equipment Replacement	Equip. Repl.	Yes	In Progress
2017	2018 **	2018 Q3	208	4	CAD New Release Environment	$10K	No	2018 Budget Requested
2017	2017 Q1	2017 Q1		4	Apparatus Renumbering Evaluation	$0		Completed
2016	2017 Q2	2017 Q4	198	5	Hydrant Map Maintenance (in conjuction with ArcGIS Online project)	--	--	In Progress
2017	2018 **		207	6	TriTech inform ME (up to 100 licenses)	$75K	No	2018 Budget Requested

* Requires further discussion on budget and scope of work

** Dependancy on approval of the budget request

	NORCOM Technology List
	NORCOM Operations List
	Police Stakeholder List
	External Organizations
	Fire Stakeholder List

Service Desk

For day-to-day issues and requests, NORCOM IT currently supports:

•   Over 300 Physical Computers.

•   Over 30 Physical Servers plus two storage area networks.

•   Over 142 Virtual Machines.

•   2 Phone systems – Cisco (Internal) and VIPER (E911).

•   Over 40 NORCOM phones and over 23 physical VIPER positions.

•   Software Support delivered to over 500 agency positions.

•   Over 250 agency MDCs.

•   Over 108 Terabytes of RAW computer storage.

Users can submit issues and requests to NORCOM IT via phone, email or website, which we track utilizing our online service desk ticketing system called NOTIS.

In 2018 there were 2,970 new tickets opened / submitted, which was a 7.6% decrease from 2017. Of the 2,970 tickets opened, 2,894 (97%) were successfully closed.

Support requests received by NORCOM IT in 2018 are broken into 5 main categories.

2018 Service Desk Requests by Agency

Support Request by Type
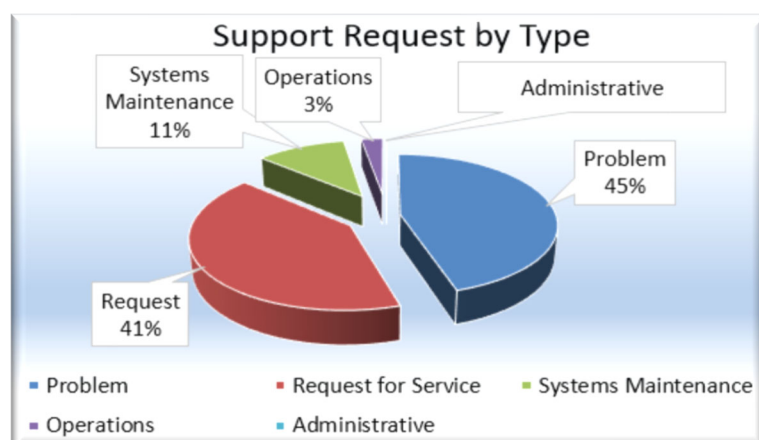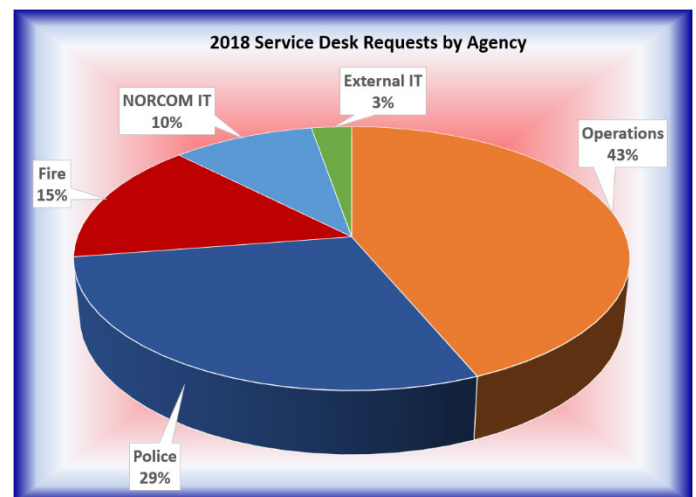
Support Request Category	Percent
Problem	45.13%
Request for Service	41.32%
Systems Maintenance	10.91%
Operations	2.61%
Administrative	0.03%

Geographic Information Systems

Geographic Information System (GIS) data plays a critical part in the processing of 9-1-1 calls as the response starts with both the location of the incident and the available units. NORCOM GIS is committed to providing the most accurate GIS data possible to ensure that our first responders arrive at their call destinations in a timely manner. To accomplish this, NORCOM GIS works closely with county, city and customer agency GIS and permitting departments, as well as regional agencies to obtain and incorporate the most up-to-date GIS data. NORCOM uses two different computer-aided dispatch (CAD) software systems that use two different GIS forms for police and fire and the data used in each system is unique.
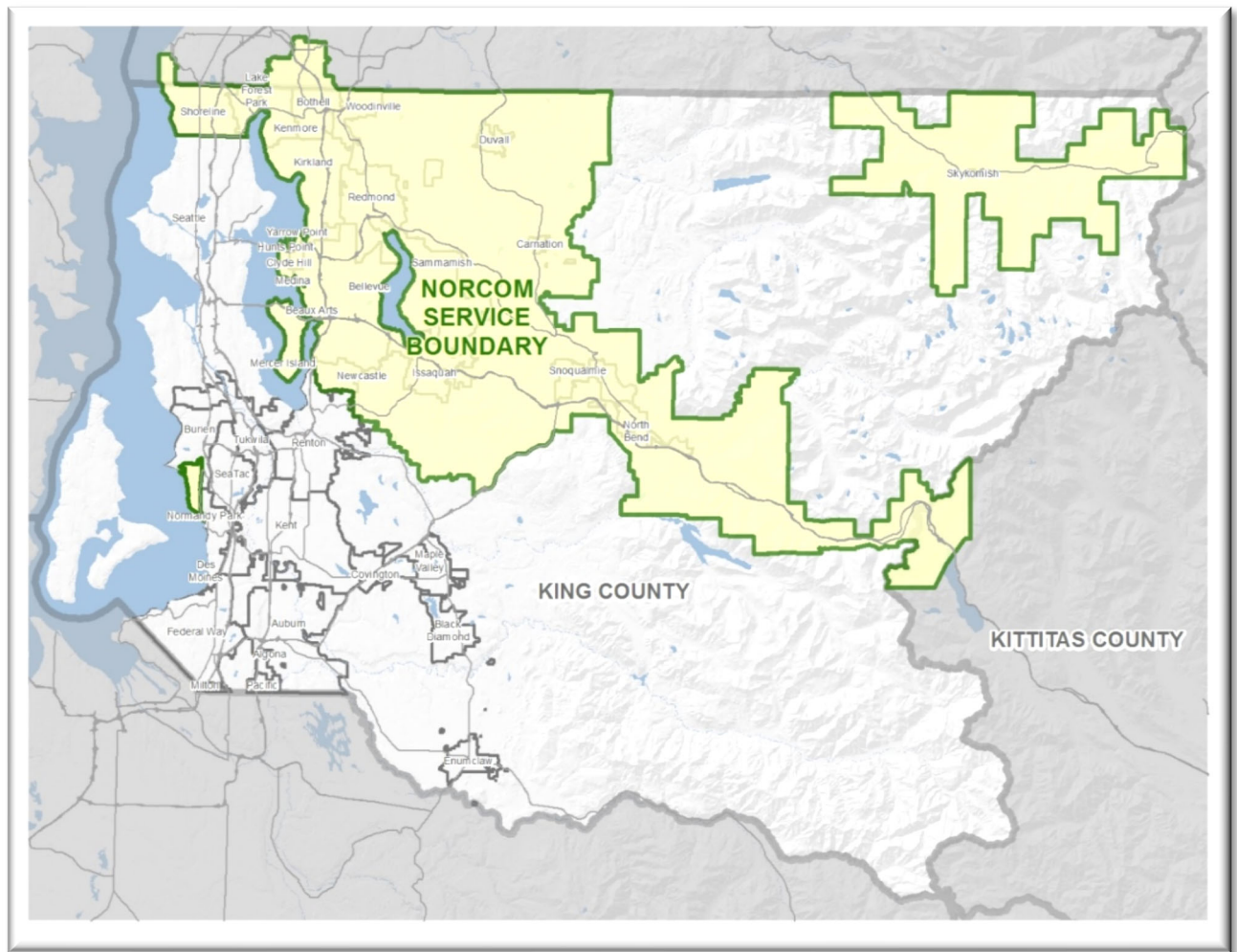
NORCOM downloads King County E-911 GIS streets and address point data on a weekly basis. The E-911 data is quality checked and incorporated into the NORCOM GIS database. If errors are found, they are corrected and NORCOM notifies the King County E-911 office of the discrepancy. After the GIS data is updated, NORCOM performs GIS data synchronizations with the two CAD systems every two weeks. For the Police service area, the match rate is approximately 99.5% and the Fire service area has a 96.5% match rate.

The following table shows statistics on the two main components of the GIS data, road centerlines and address points. Note: many miles of forest roads were added to the NORCOM GIS database in 2018 to cover the new Snoqualmie Pass Fire and Snoqualmie Forest areas.

NORCOM GIS Components	2018	2017	Change (in %)
NORCOM Service Area	660 Square Miles		
NORCOM Fire Service Area	657 Square Miles		
NORCOM Police Service Area	64 Square Miles		
Total Road Segments in NORCOM GIS Data	89000	87700	148%
Road Segments in Fire Service Area	38,700	38,000	1.84
Road Segments in Police Service Area	12,700	12,700	0
Total Road Miles in NORCOM GIS Data	9160	5050	8140%
Total Road Miles in Fire Service Area	4,100	3,950	3.8
Total Road Miles in Police Service Area	1,100	1,100	0
Total Address Points in NORCOM GIS data	350000	350000	0
Address Points in Fire Service Area	279,000	271,500	2.76
Address Points in Police Service Area	96,500	96,400	0.1

NORCOM GIS Quick Facts – 2018:

- Total address points edited in 2018 (additions/edits): 12,800.

- Total road segments edited in 2018 (additions/edits): 2,100.

- Total number of map layer datasets maintained: 40 (up from 30 in 2017).

NORCOM Police Service Area

NORCOM provides service to six police agencies in the King County area including Bellevue, Clyde Hill, Kirkland, Medina, Mercer Island and Normandy Park. These agencies cover an area of 64 total square miles. Within those areas there are:

- 96,500 total unique address points.

- 12,700 total road segments.

- 1,100 total road miles.
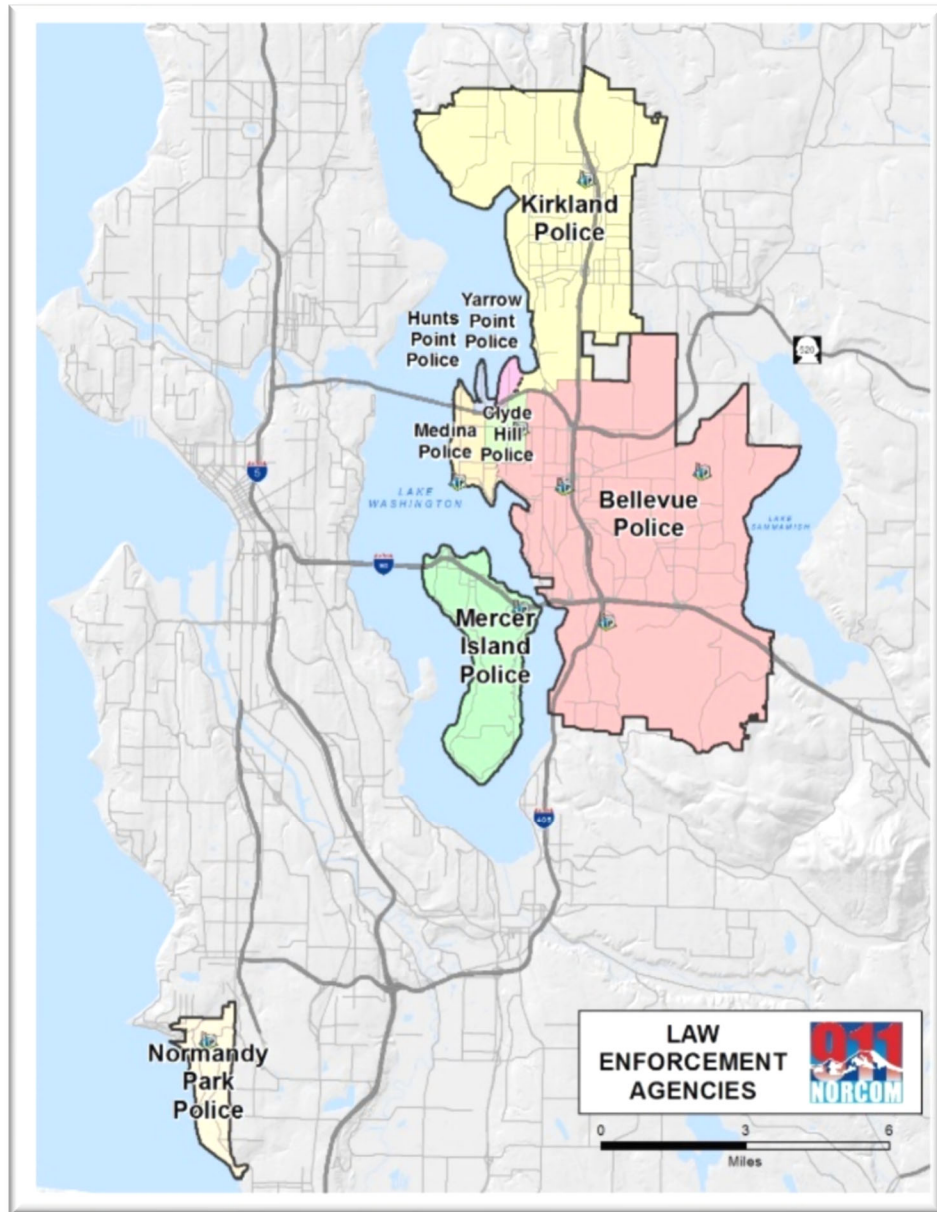
NORCOM Fire Service Area

NORCOM currently provides service to 14 fire agencies including Bellevue, Bothell, Duvall, Eastside Fire, Fall City, Kirkland, Mercer Island, Northshore, Redmond, Shoreline, Skykomish, Snoqualmie, Snoqualmie Pass Fire and Woodinville. These agencies encompass a total area of 634 square miles. This area contains:

- 282,000 (279,000 address points, 3,000 other points) total unique location points.

- 38,700 total road segments.

- 4,100 total road miles.
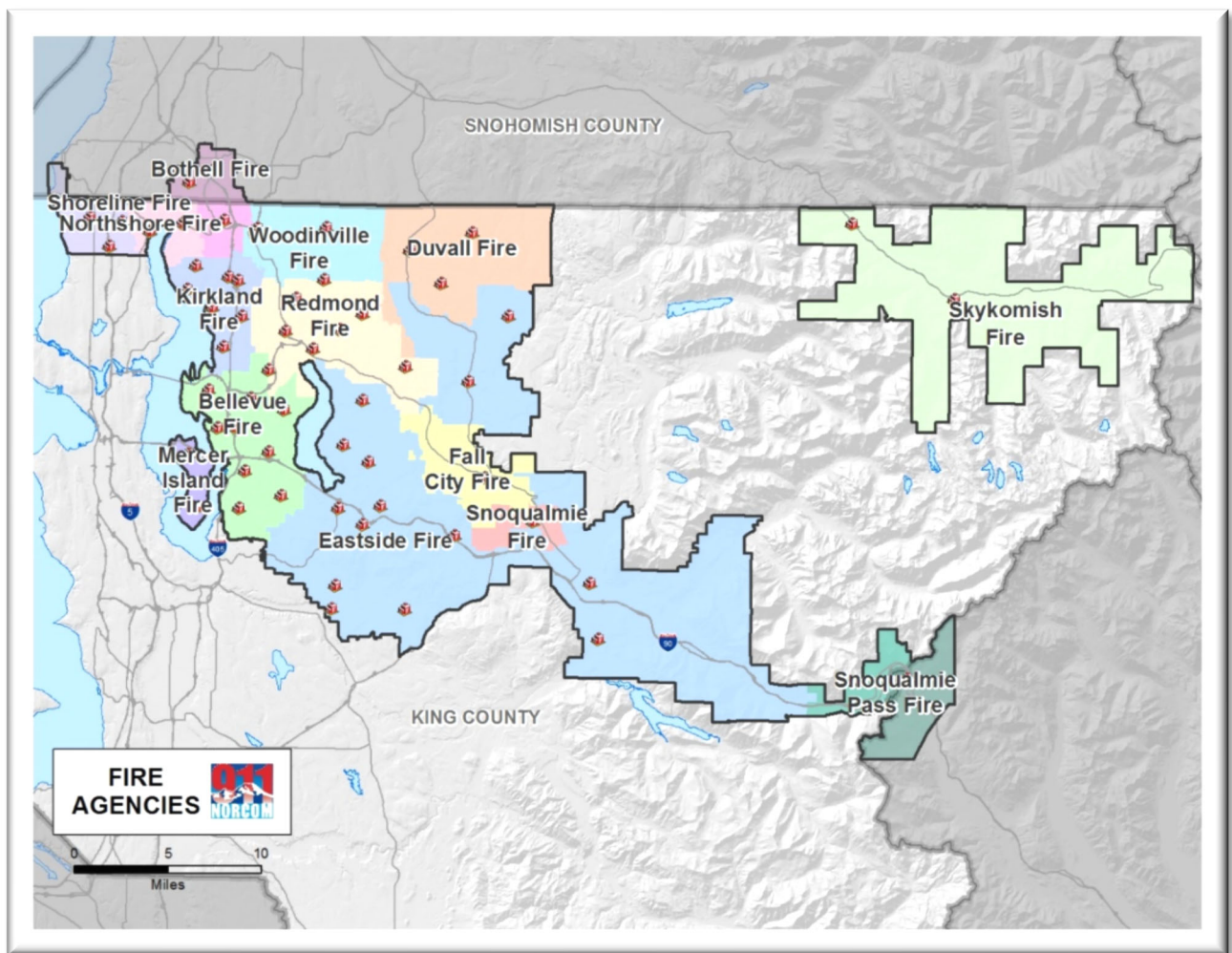
Memberships and Committees

IT participates in many committees, and subcommittees locally and regionally. This also includes technology memberships which allow agency collaboration locally, and regionally allowing us to keep abreast of changing technology and technology standards and mandates at all levels of government and public safety. This is in alignment with our goal to "collaborate with other public safety entities and provide additional value to our agencies and citizens." A few are listed below.

- Association of County and City Information Systems (ACCIS-WA).

- Association of Public-Safety Communications Officials (APCO).

- Community Connectivity Consortium. The Consortium formed locally that coordinates, acquires, operates and manages the sharing and building of institutional and regional fiber connectivity between government agencies, hospitals, schools, universities and PSAPs.

- King County E-911 Technical/IT/Map Users' Group.

- King County Regional E-911 Technical and Operations Task Force.

- National Emergency Number Association (NENA).

- Public Safety Technology Committee (PSTC) Fiber/Wireless Subcommittee. This subcommittee is the single interface between the participating cities and SERS in developing /discussing fiber connectivity between King and Snohomish counties.

- Association of Washington Cities – Technical.

- INTERFACE Seattle – Board member and technical contributor.

- Puget Sound Regional Interoperability Executive Committee (PSR-IEC) Committee. The PSR-IEC is a three-county organization chartered by the UASI Core Group to plan improvements to public safety communications networks in the UASI area.

- PSAP CAD Interoperability Subcommittee.

- Project Management Institute (PMI).

- New World Northwest Regional Users Group.

- New World Mobile Advisory Group.

- New World Law Enforcement Records Advisory Group.

King County EMS Dispatchers of the Year
Dave Stuby
Critical Incident of the Year

Dave Stuby
Telecommunicator

In early September Dave took a call from someone reporting that a hiker fell 100 feet on the Pacific Crest Trail. Without the caller being able to provide a good location, Dave used the latitude and longitude from the cell phone to locate the patient. This complicated call involved multiple fire jurisdictions, search and rescue, requests for Guardian 2, many notifications, ten-minute incident timers, and, ultimately, a military air lift from Whidbey Island.

In addition to taking the initial 911 call, Dave worked as part of the team of Telecommunicators who handled the rest of the call including personally setting up the TRIS patch, notifying NORCOM management, and making calls to secure the airlift!

King County EMS Dispatchers of the Year
Krystal McCoy
Exemplary Sustained Performance

Krystal McCoy
Telecommunicator

Krystal McCoy is a calm and soothing voice of reason, on the phone, over the radio, and in the communications room. Krystal's smooth and effortless handling of medical calls is the definition of exemplary. This is so much the fact that this will be the third time she has won this award. She was also the King County EMS Dispatcher of the Year for Sustained Exemplary Performance in 2008 and 2016! Credit needs to be given where credit is due, and Krystal has earned that credit many times over.

In addition to her exemplary handling of medical calls and radio traffic, Krystal is also great in the room. She is attentive and alert, even with incidents she is not directly handling. It was recently reported that she caught someone else making an error and helped correct them in a way that was painless and let them keep their dignity. Krystal truly is exemplary!
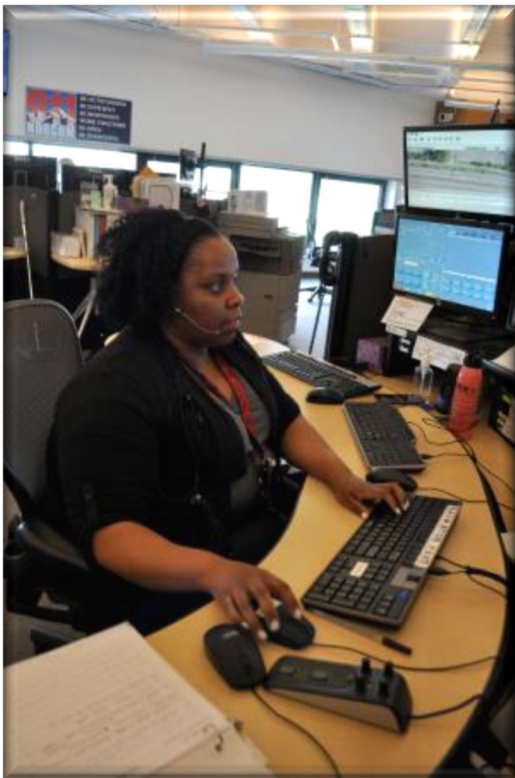
Devin Pekema - Supervisor of the Year

Devin came to NORCOM in May of 2011 as a Telecommunicator and member of Call Receiving Academy 08. He later promoted into the Operations Supervisor position in August of 2017. In that time, Devin provided his expertise and leadership to NORCOM's Tactical Dispatch Team, Premise Team, and the Chair Committee. He championed the selection and adoption of the Guardian Tracking software system and supported his coworkers in the transition. Devin was able to lead these teams while still completing regular quality assurance checks, quarterly leadership meeting, and employee evaluations on time.

Devin embodied leadership, consistently demonstrating courage, confronting anyone who needed to be confronted; displaying temperance and intelligence, avoiding micromanagement and instead providing support, guidance and appropriate feedback to employees; and fortitude, following through on long-term projects.
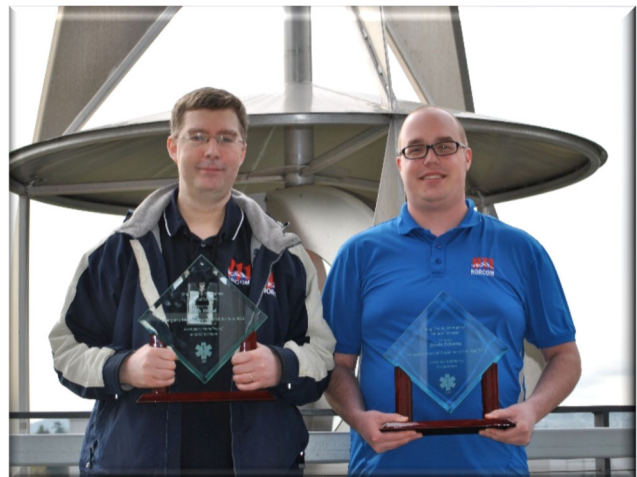
Billy Marshalek - Telecommunicator of the Year

Billy was hired in July of 2009 as a Telecommunicator and member of Call Receiving Academy 02. Billy's coworkers describe him as a tireless and self-sacrificing team member. In almost ten years of employment, Billy has used only fourteen hours of sick leave.

He possesses an encyclopedic knowledge of public safety that makes him a go-to person for both Telecommunicators and Supervisors on the communications center floor. In addition to serving as an Acting-in-Charge, and as the NORCOM Guild Vice President, he serves on numerous NORCOM cross teams including the Addressing Team, Premise Team, Quarterly Continuing Education Team, and is a fill-in trainer. Given Billy's expertise in geography, fire response plans, and out-of-area PSAPs, he has likely saved lives many times over in ways that are impossible to quantify.
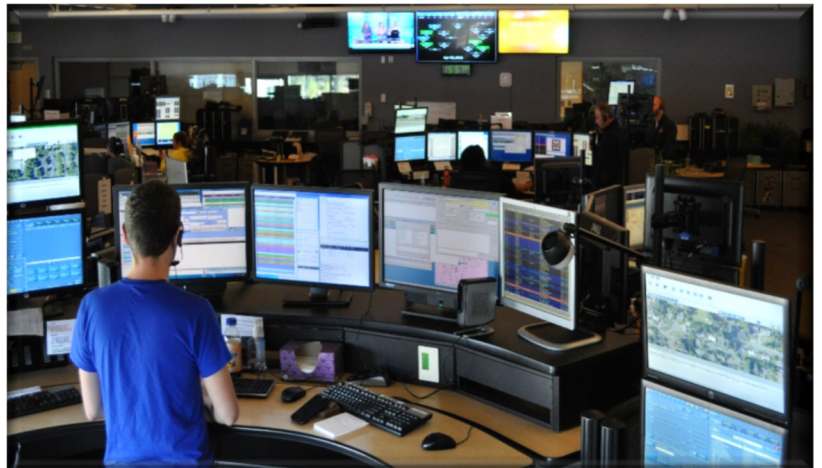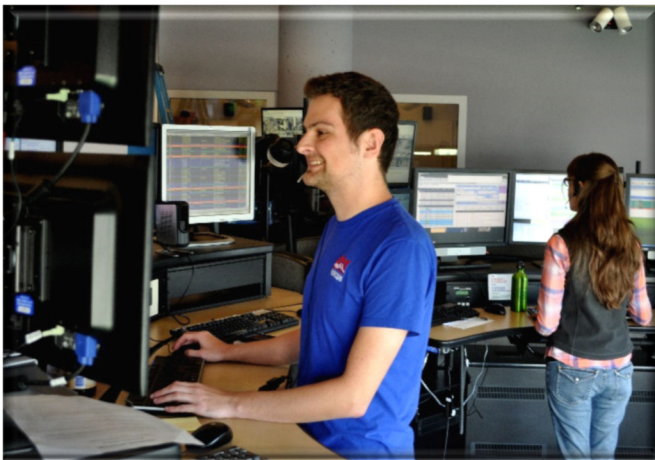
Kirsty Jones - Administrator of the Year

Kirsty was nominated this year for outstanding support to the agency. Kirsty has been very flexible in helping where ever it has been needed. In her first year she served as Clerk to the Governing Board and Joint Operations Board. Kirsty also handled ordering office supplies, managing parking, filing contracts, and organizing the Government Emergency Telecommunications Service (GETS) card allocations. Kirsty was also responsible for Quality Assurance for two quarters. She was also NORCOM's representative with King County Emergency Medical Services and served on the Dispatch Review Committee.

With all the ever-changing duties and demands that pulled her in many different directions, Kirsty kept in good spirits with a heavy learning curve and was positive and friendly under all conditions while covering different roles and duties. During this time Kirsty also became certified as a notary public.

Andrew Johnson - IT Employee of the Year

Andrew began his career at NORCOM as a Telecommunicator in September of 2010, then joined the IT Department in August of 2015. With his operational background, Andrew has been exceptional at communicating between IT and Operations, keeping the operational impacts of IT work as a key decision making factor. He frequently visited the satellite center in Redmond during inconvenient hours with Operations, assisting with the rapid completion of regular testing checklists and ensuring that all equipment at the satellite center remained functional and ready to operate.

Andrew also took on additional responsibilities after IT staff changes, ensuring the Tyler Computer Aided Dispatch (CAD) system stays updated and is very receptive to suggestions for improvements, working with Tyler support to resolve issues and continue routine updates. He retains his expertise in TriTech CAD and makes sure to stay available for questions and concerns about either system. Whether it is a Tuesday morning in the office, or about to board a plane on a Thursday night, Andrew is always easily reachable.

Andrew volunteered with Eastside Fire & Rescue as an EMT/Firefighter for 8 years (2009 – 2017) and holds multiple ICS Certifications including COM-L and COM-T, as well as a HAM radio operator license, A+ Certification, and ACCESS Level II certification.

NORCOM Recruitment Team
Team of the Year

The members of the Recruitment Cross Team have spent countless hours, much of it on their days off, visiting Public Safety Testing, recruiting fairs and conducting in-house testing at NORCOM. Through their efforts, NORCOM was able to screen over 150 applicants for vacant Telecommunicator positions and hire 12 new Telecommunicators. Without their efforts, the pool would have been much thinner and the "staffing crisis" would be more severe.
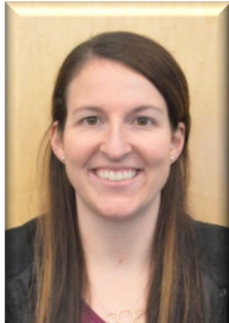
Kristin Jackson	**Lindsey Tusing**	**Josh Bone**	**Nick Curry**	**Billy Marshalek**
Rebekah Kuempel	**Jessica Havens**	**Dottie Olson**	**Paula Burns**	**Cortney McDaniel**
Elizabeth Limehouse	**Nicole Benson**	**Kelsie Meredith**	**Jennifer Schaible**	**Emily Shavers**
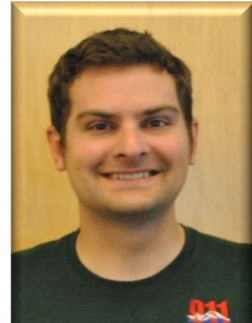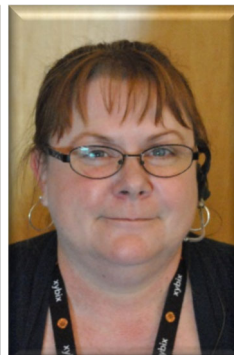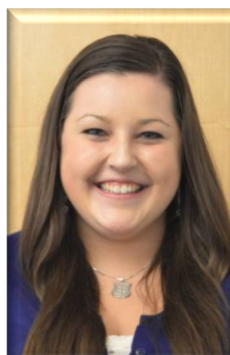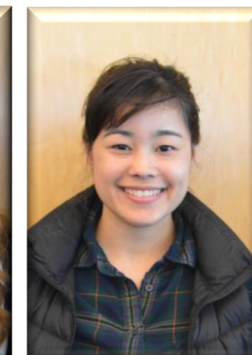
Nathan Way - Edison Award

In the true spirit of inventor Thomas Edison, for which this award is named, Nathan Way was nominated once again for his continued excellence in service to public safety and his innovation and dedication to NORCOM. Nathan continues to inspire creative thought, change, and "out of the box thinking" for NORCOM through his recent patents involving his invention "*RAADAR*."

As more evidence to Nathan's achievements, and this award, Nathan recently completed his Bachelor of Science in Information Technology and achieved over 8 technical certifications as part of the degree program! Nathan is a true inspiration to us all and it is fitting that he receives this award.

The below quote speaks volumes for anyone familiar with "*RAADAR*."

"The value of an idea lies in the using of it."
~Thomas Edison

US010194301B2

(12) United States Patent
Way

(10) **Patent No.:** US 10,194,301 B2
(45) **Date of Patent:** *Jan. 29, 2019

(54) **METHOD AND SYSTEM FOR INTER AND INTRA AGENCY COMMUNICATION, TRACKING AND COORDINATION**

(71) Applicant: **Nathan Way**, Lynnwood, WA (US)

(72) Inventor: **Nathan Way**, Lynnwood, WA (US)

(73) Assignee: **NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY (NORCOM)**, Bellevue, WA (US)

(*) Notice: Subject to any disclaimer, the term of this patent is extended or adjusted under 35 U.S.C. 154(b) by 227 days.

This patent is subject to a terminal disclaimer.

USPC 455/401.1, 404.1
See application file for complete search history.

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2007/0226314 A1 *	9/2007	Eick	G06F 17/30896 709/217

(Continued)

Fifteen Year Awards

Pete Luke graduated from the University of Washington with a degree in Mechanical Engineering.   Pete then had several jobs along the way including Boeing as a software engineer working on several Top-Secret Military projects, Matsushita Avionics and then City Bank in New York City. Pete missed the Pacific northwest and came back to work for the City of Bellevue Public Safety Team which transitioned into NORCOM.

Pete's family has experienced first-hand how important Public Safety is. "Our daughter Keira has numerous medical conditions and we have had numerous EMS calls to our house. So, I know how important public safety is." Pete has a wife, Sunny, and 3 boys and 3 girls, resulting in his career at NORCOM lasting a long, long time as they put them through college!

Pete is proud to be a part of the NORCOM Team that has the vision, experience, and knowledge to give Police, Fire and EMS the tools to make their jobs easier. Pete believes: "With collaboration we can contribute to the greater cause."
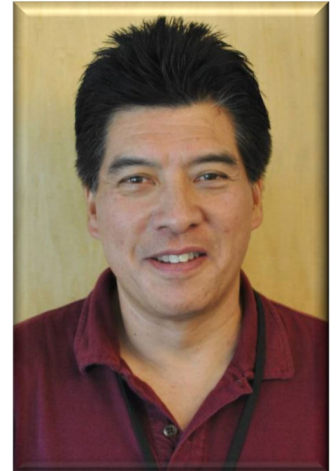
Paula Burns has been at NORCOM for its entire 10-year span. She was also a dispatcher at Eastside, one of the agencies that formed NORCOM. In her time at NORCOM, Paula has been a Communications Training Officer with the training program, and academy instructor with the training program, and has also contributed as an acting supervisor when needed.

Paula is also part of several committees and teams at NORCOM including the Recruitment Cross Team. Paula is also in charge of monitoring NORCOM's Stork Awards, which are given whenever a Telecommunicator delivers a baby over the phone. In early 2019 Paula processed a stork award for a call that she took herself!

Ten Year Awards

Billy Marshalek was hired in July of 2009 as a Telecommunicator and member of Call Receiving Academy 02. Billy's coworkers describe him as a tireless and self-sacrificing team member. In almost ten years of employment, Billy has used only fourteen hours of sick leave.

Jami Hoppen was hired in NORCOM's first new hire academy in May 2009. Prior to NORCOM, Jami had been a corrections officer in Walla Walla County and a police officer in Auburn. She enjoys traveling and hiking when she is away from work.

Jami consistently goes above and beyond throughout the year. In 2018, she served as acting Deputy Director for Operations and managed media communications during several high-profile events including a nationwide 911 service outage.

In addition to assisting special projects, Jami continues to coordinate new hires and the continuing education training requirements for operations.

Roky Louie was the last hire at Eastside, just three months before NORCOM was formed. He has shown a lot of growth over the last ten years. He was still in training when NORCOM was formed. He earned the King County Emergency Medical Dispatcher for Sustained Exemplary Performance in 2011. He was part of the training program. He was promoted to Supervisor in 2012. In 2013, he was promoted again as NORCOM's Training Coordinator. As Training Coordinator, he developed a simulation training program featured in the media.

As the supervisor in charge of NORCOM's Recruitment Cross Team, Roky assisted with Telecommunicator hiring. He earned a Master of Business Administration and was again promoted to NORCOM's Human Resources Coordinator in 2016. In late 2017, with the departure of NORCOM's Deputy Director Mike Mandella, Roky was promoted to Deputy Director for Operations and Human Resources.

Ten Year Awards

Dan Castiglione started with Eastside Communications in 2008 before becoming a founding member of NORCOM. Dan has participated in multiple fire and police training drills and promotional exercises, was a member of the training program and serves as an acting supervisor from time to time the dispatch floor.

His continued service, hard work and dedication to the people of Eastside is both invaluable and appreciated.

Jessica Havens has been at NORCOM for 10 years. She was a lateral from Whatcom county and hired on with Eastside Communications in 2008 as a call receiver. She continued her police and fire training with NORCOM and is now an exemplary employee in all fields of knowledge.

Jessica has received many awards through her tenure with NORCOM including the Association of Public Safety Communications Officials (APCO) dispatcher of the year, NORCOM Dispatcher of the year, the KCSO emeritus award, King County Emergency Medical Dispatcher of the Year for Critical Incident, and many CPR saves.

Jessica has been involved in the Mentoring Program since its inception and now serves as the Mentoring Coordinator. Jessica also has been involved with the Tactical Dispatch Team, the training program and the Washington State Telecommunicator Emergency Response Taskforce (TERT) team during her employment. Jessica looks forward to the next ten years in dispatch, sharing her leadership skills and being an integral part of the future of NORCOM.

**NORCOM's positive family culture
makes it a fun place to work
while being part of a
High Performing Team**

It's About Our Future!

NORCOM Strategic Planning

Strategic Planning Cycle

Destination: Future NORCOM

Past, Present & Future: NORCOM continues to perform core 911 call answer and dispatch at **Elite Level**

July 2018
- Board Efficiencies Workshop
- Board to Focus on High Level Strategy & Policy
- NORCOM Staff Implementation

2019, Q1
- Mission & Vision
- Long Range Objectives

2019, Q2-Q3
- Performance Evaluation System
- Functional & Unit Objectives, Strategies, Tactics

2019 - 2020
- Budget Preparation in alignment with Mission, Vision, Policy, Functional & Unit Strategic Objectives, Strategies, Tactics
- "Institutionalizing" the Strategic Plan

August, 2013
- Board Strategic Advance
- Stakeholder Input
- Mission, Goals, Objectives
- Potential Opportunities & Growth
- Outside/Inside Factors Affecting NORCOM

2017-2019
- Board Input
- Employee Strategic Training & Input
- Constituent Input.

2019, Q2
- Review and Update Policies & Procedures
- Job Descriptions
- Internal Initiatives
- External Initiatives

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High Performance
- Elite Call Answering Performance since Inception
- Elite Dispatch Performance since Inception
- Highest Rated 911 Center in Washington State – WSRB
- "Performance Off the Charts" Commission on Public Safety Accred.
- Flagship Wash State PSAP
  – State 911 Office
  – Rapid SOS

Best Practices
- Financial – Clean Audits
- Records – FBI/WSP – Singled Out as Model
- Culture - C.A.R.E.S – Employee Surveys
- Ethics - Just Culture & Accountability
- Problem Solving - Lean Six Sigma / Root Cause Analysis
- HR/Staffing - APCO Retains
- Performance - NENA

Innovation
- RAADAR, EPASS
- Cost Allocation
- Disaster Recovery
- Stakeholder Engagement - Police & Fire Stakeholders
- Police & Fire Liaisons
- 911 Outage – "NORCOM the Model" – Valley Comm

Collaboration
- Automatic Aid
- CAD-X, KCSO MH
- PSAP Director Group
- Initiated & Led Discussion that Lead to Regional E-911 Strategic Plan
- Regional Partnerships

Leadership
- Internal
- External
- Technology
- Performance
- Accountability
- Collaboration

2009 — High Performance
2013 — Best Practices
2016 — Innovation
2019 — Collaboration
FUTURE — Leadership

It's About Our Future!

VISION
Lead the nation as a premier center of excellence, collaboratively leveraging technology and innovative services to support public safety, health, and welfare.

MISSION
To be a Caring and Trusted Servant to those who Need Help AND those who Provide Help.

Policy Level Strategic Objectives

OWNERS AND EXTERNAL STAKEHOLDERS
- Be Knowledge Multiplier & Facilitator
- Be Best Practices Leader
- Be Innovation = problem solving
- Be Collaboration Modeler
- Be Servant Culture
- Be Driver of the future
- Be Financial Modeler

TECHNOLOGY: LEADER & INNOVATOR
- Be Knowledge Multiplier & Facilitator
- Be Best Practices Leader
- Be Innovation = problem solving
- Be Collaboration Modeler
- Be Servant Culture
- Be Driver of the Future
- Be Financial Modeler

PEOPLE: STRATEGIC HR MANAGEMENT
- Be Knowledge Multiplier & Facilitator
- Be Best Practices Leader
- Be Servant Culture
- Be Performance Modeler
- Be Driver of the future
- Be Financial Modeler

VISION

Lead the nation as a premier center of excellence, collaboratively leveraging technology and innovative services to support public safety, health, and welfare.

POLICY-LEVEL STRATEGIC OBJECTIVES

PEOPLE: STRATEGIC HR MANAGEMENT
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FUTURE STATE
- Maintain High 911 Performance
- Regionalization & Virtualization
- Anticipating & Embracing Mission Change
- Speed to Execution & Implementation
- Performance Driven

NORCOM STAFF NEXT STEPS:
- FUNCTIONAL STRATEGIC OBJECTIVES (HOW)
- UNIT LEVEL STRATEGIC OBJECTIVES (WHAT AND WHO)
- STRATEGIES & TACTICS
- PERIODIC BOARD UPDATES

Vision Achievement by Operationalizing Positive Culture focused on Execution, Strategy, and Tactics

Thank You