



AGENDA

NORCOM Governing Board
June 12, 2020 9:00 am

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. NORCOM Recognition
 - A. Selection and appointment of Governing Board Vice-Chair.
 - B. 20 years of 911 service -Khai Tran, NORCOM Information Technology Help Desk
5. Consent Agenda
 - A. Governing Board Minutes for May 8, 2020 Meeting
 - B. May Accounts Payable Report
6. For Board Briefing
 - A. E911 IT Reduction Staffing Impacts Update
 - B. NORCOM Civil Disturbance Response
7. Staffing Updates
 - A. Hiring update- IT Director Katy Myers
8. For Board Decision
 - A. Adoption of the 2021 Budget Policy Statement
9. Committee Reports
10. Upcoming Agenda Items

11.

Executive Session

The Governing Board may hold an Executive Session pursuant to one or more of the following:

- RCW 42.30.110(1)(i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency;*
- RCW 42.30.110(1)(g) to review the performance of an employee; and*
- RCW 42.30.110(1)(f) to receive and evaluate complaints brought against an employee.*

12.

Adjournment

The next Governing Board meeting is scheduled for July 10, 2020.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 05/08/2020
Subject: Selection and appointment of Governing Board Vice-Chair.

Executive Summary:

At the May 8th, 2020 Governing Board meeting, Chief Dan Yourkoski was appointed as the new Governing Board Chair. This appointment created a vacancy in the position of Vice-Chair.

Background:

During the May 8th, 2020 Governing Board meeting, Chief Smith was nominated to fill the Vice-Chair position but was not present to respond to the nomination. Chief Smith has since advised NORCOM that he is unable to accept the nomination. The Vice-Chair position must, therefore, be filled.

Past Board or Other Related Actions:

None

Policy and Strategic Implications:

None

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval to select and appoint a new Governing Board Vice-Chair.

Staff Comments:

None

Options

None

Risks

None

Finance Committee Review: No
None

Legal Review: No
None

Joint Operations Board Review: No

None

Fiscal Impact

Budgeted Y/N: n

Fiscal Year: 2020

Account (s):

Fiscal Note:

Fiscal Impact:

None



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 06/12/2020
Subject: 20 years of 911 service -Khai Tran, NORCOM Information Technology Help Desk

Executive Summary:

Please join NORCOM staff in congratulating Khai Tran for 20 years of 911 technical support and services to our first responders and the communities we are privileged to serve! Khai has been an important part of the NORCOM family since the first day we went live in 2009, and before that, he was with the City of Bellevue IT department.

Background:

NA

Past Board or Other Related Actions:

NA

Policy and Strategic Implications:

NA

NORCOM Staff Recommendation:

NORCOM Staff recommends that the Governing Board join the NORCOM team in congratulating Khai for 20 years of service.

Staff Comments:

None

Options

NA

Risks

NA

Finance Committee Review: No
None

Legal Review: No
NA

Joint Operations Board Review: No

NA

Attachments

20 years of service Khai Tran



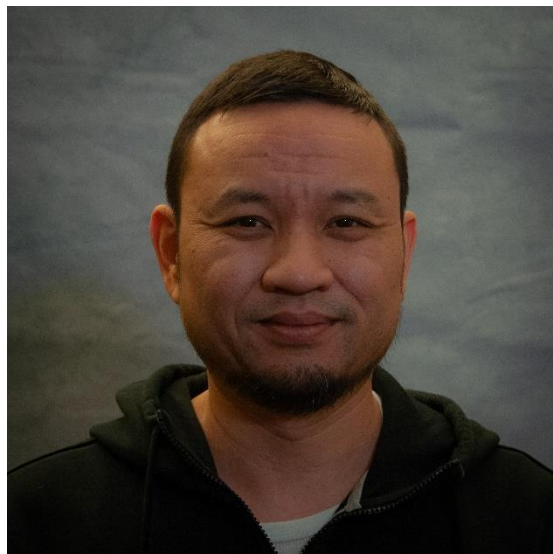
Memorandum

To: NORCOM Governing Board

From: Bill Hamilton

Re: Khai Tran 20 years of public service

Please join me in congratulating Khai Tran for 20 years of 911 technical support and services to our first responders and the communities we are privileged to serve! Khai has been an important part of the NORCOM family since the first day we went live in 2009, and before that, he was with the City of Bellevue IT department.





MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 06/12/2020
Subject: Governing Board Minutes for May 8, 2020 Meeting

Executive Summary:

The May 2020 Governing Board minutes are presented to the Board for review and consideration for approval

Background:

The Minutes are routinely reviewed by the Governing Board for approval.

Past Board or Other Related Actions:

NA

Policy and Strategic Implications:

None

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends Board approval.

Staff Comments:

None

Options

NA

Risks

NA

Finance Committee Review: No

NA

Legal Review: No

NA

Joint Operations Board Review: No

NA

Attachments

May Meeting Minutes



MEMBERS

Nathan McCommon	City of Bellevue (Chair)
Butch Noble	City of Bothell
Kyle Kolling	City of Clyde Hill
Dan Yourkoski	City of Normandy Park (Vice Chair)
Jeff Clark	Eastside Fire & Rescue
Tracey Dunlap	City of Kirkland
Steve Burns	City of Medina
Jeff Magnan	City of Mercer Island
Rick Rudometkin	City of Snoqualmie
David Burke	Duvall Fire District #45
Chris Connor	Fire District 27
Eric Magnuson	Northshore Fire Department
Matt Cowan	Shoreline Fire Department
Greg Ahearn	Woodinville Fire & Rescue

ABSENT

James Knisley	Skykomish Fire District #50
Jay Wiseman	Snoqualmie Pass Fire
Tommy Smith	Redmond Fire Department

VISITORS

Deanna Gregory	Pacifica Law Group
Deb Flewelling	KC E911
Michelle Plorde	KC E911
Cherie Harris	City of Kirkland

NORCOM STAFF

Bill Hamilton	Interim Executive Director
Roky Louie	Deputy Director, Operations
Judy Cayton	Human Resources Manager
Marianne Ryerson	Finance Director
Michael Olsen	Treasurer
Brittney Rhodes	Public Records Specialist
Maggie Johanson	Administrative Assistant



- **Call to Order**

Nathan McCommon, Governing Board Chair, called the Governing Board meeting to order at 9:01 a.m.

- **Roll Call**

Chair McCommon requested a roll call of present Governing Board members. Maggie Johanson, NORCOM Administrative Assistant, reported there was a quorum.

- **Open Communications from the Public**

There were no requests for open communication from the public by email or phone.

- **NORCOM Recognition**

There were no items for recognition.

- **Consent Agenda**

- **Governing Board Minutes for March 13, 2020 Meeting**

- **March 2020 Accounts Payable Report**

- **April 2020 Accounts Payable Report**

There was no discussion on any consent agenda items.

City of Kirkland City Manager Tracey Dunlap made a motion to approve the Consent Agenda. City of Medina Police Chief Steve Burns seconded the motion.

Motion carried.

- **For Board Decision**

- **Postponement of Principal Assembly Meeting**

Motion made to postpone the Principals Assembly for an indefinite period due to the current pandemic and the Governor's stay home proclamation and waive deadlines provided for in the Interlocal Agreement related to such meeting.

City of Snoqualmie City Administrator Rudometkin made a motion to approve the postponement of the Principle Assembly Meeting. City of Mercer Island Services Commander Magnan seconded the motion.

Motion carried.

- **Governing Board Appointments**

The current Vice-Chair will assume the role of the Chair and the board must elect a new Vice-Chair by simple majority vote. Motion was made to select Redmond Fire Department Fire Chief Smith as the Vice-Chair and confirming City of Normandy Park Police Chief Yourkoski to assume the Chair position.



City of Mercer Island Service Commander Magnan made a motion to approve the Governing Board Appointments. City of Snoqualmie City Administrator Rudometkin seconded the motion.

Motion carried.

- **Board Briefing**

- **Staffing Update**

- Human Resources Manager Judy Cayton reported hiring two new employees. Public Records Specialist, Brittney Rhodes who comes to NORCOM with prior experience in the public safety industry and Finance Director, Marianne Ryerson who in her short time with NORCOM has already made substantial changes. Judy provided an update on the status of filling the IT Director position, there are two potential candidates.

- **NORCOM COVID-19 Health, Safety and Operational Update**

- Interim Executive Director Bill Hamilton discussed NORCOM's action steps in place to promote health and safety. Bill Hamilton provided a 3 page document covering the Operations, Human Resources, Police & Fire steps to ensure the health and safety of all employees. A few key points include workstations being cleaned at the beginning of each shift, temperature stations at both entrance doors equipped with a thermometer, alcohol wipes, hand sanitizer & Lysol wipes, 58% of employees are working from home, an internal COVID-19 team in place as the internal think tank. All of the following steps are being well received by the staff. Bill Hamilton stressed the importance of visible leadership, making employees feel safe and supported, providing credible and consistent messaging. The long term plan is to monitor the states guideline then 6-8 weeks after, implement our return to business plan. Deputy City Manager McCommon asked for clarification on the check in kiosk. It was discussed that it is a self-monitored temperature station.

- **Bothell Police Department**

- Interim Executive Director Bill Hamilton notified the Board that Bothell Police Department had approached NORCOM for a bid for service.

- **Upcoming Agenda Items**

There were no upcoming agenda items mentioned.

- **Executive Session**

- The Board went into Executive Session at 9:30 a.m. with approximately 5 minutes of recess to join the Microsoft Teams executive meeting, total time of twenty five minutes and finishing at 9:55 a.m. Following the Executive Session , the Board returned to open Governing Board Session at 9:56 a.m. Action was taken as follows:

¹ The Governing Board may hold an Executive Session pursuant to one or more of the following:



• *RCW 42.30.110(1)(i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency;*

A second roll call was taken before resuming the Governing Board meeting to ensure there was still a quorum present.

City of Clyde Hill Police Chief Kolling motioned to resume the Governing Board Session. City of Mercer Island Services Commander Jeff Magnan seconded.

Motion carried

o **Action Items**

Appoint Executive Director.

Motion was made by City of Bellevue Deputy City Manager McCommon to move Bill Hamilton from Interim Executive Director to Executive Director. City of Mercer Island Service Commander Magnan seconded the motion.

Motion was carried.

o **Adjournment**

The meeting was adjourned at 10:00 a.m.

Next Governing Board meeting is scheduled for June 12,2020.

Approved by:

Chair

Attest:

Secretary



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 06/12/2020
Subject: May Accounts Payable Report

Executive Summary:

NORCOM staff is asking that the Board approve this report through consent. This action is routine in nature and the Finance Manager has reviewed all charges.

Background:

This action is routine in nature and the Finance Manager has reviewed all charges.

Past Board or Other Related Actions:

NA

Policy and Strategic Implications:

None

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval.

Staff Comments:

None.

Options

Risks

Finance Committee Review: Yes

Reviewed with no comments or concerns noted

Legal Review: No

None

Joint Operations Board Review: No

NA

Attachments

AP Report

NORCOM

Accounts Payable, Payroll, Electronic and Manual Payments Totalling:

\$ 1,111,427.72

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation and that the claim is a just, due and unpaid obligation against NORCOM, and that I am authorized to authenticate and certify said claim.

Michael Olson, Treasurer

Date _____

We, the undersigned NORCOM Board Members, do hereby certify that claims in the amount detailed above are approved.

Governing Board Chair

Date _____

Governing Board Vice Chair

Date _____

Accounts Payable

Checks by Date - Detail by Check Date

User: mryerson
Printed: 6/8/2020 2:13 PM



Check No	Vendor No	Vendor Name	Check Date	Check Amount
	Invoice No	Description	Reference	
18680	75	US BANK CORPORATE PAYMENT SYS	05/01/2020	
	000225	Refund - Microsoft		-30.30
	002122020	Recruitment Flyers		29.95
	002212020	Job Posting		50.00
	017066	Taxi for DC		36.61
	059004	Parking		20.00
	068705	Food - Gov Board/Joint Ops		6.99
	102122020	Hosted Service		17.00
	102272020	Food - Other		91.93
	1040633	Food for DC Trip		250.65
	112-0432169	Office Supplies - Admin		17.88
	112-1502564	Office Supplies - IT		7.47
	112-3434858	Office Supplies - Operations		21.95
	112-3687514	Office Supplies - Operations		14.27
	112-6801882	Office Supplic - Admin		10.99
	112-7104159	Office Supplies - Operations		39.07
	112-7731844	Food - Other		28.80
	112-8088297	Office Supplies - IT PSERN Console		82.45
	112-9247950	Office Supplies - Operations		135.27
	112-9285537	Office Supplies - Operations		130.65
	112-9956526	Office Supplies - Operations		20.83
	114-0983585	Office Supplies - Operations		28.59
	114-2773532	Office Supplies - Admin		28.01
	114-3238675	Office Supplies - Admin		20.89
	114-3670979	Office Supplies - Admin		8.79
	114-6516857	Office Supplies - Admin		14.51
	114-8929318	Office Supplies - IT		24.18
	114930	Taxi for DC Trip		19.70
	13574354-022620	Water - DSL		679.28
	136492	Hotel for DC Trip		1,423.92
	14895916	ABM Parking		3,450.00
	149038	Hosted Service - NetWorkSolutions		10.99
	1791-1508	Job Posting		175.00
	1868007	Office Supplies - Operations		168.11
	202272020	Food - Other		10.78
	21001274035	Food - Gov Board/Joint Ops		8.80
	225343	Software/Licensing		16.49
	226818	Taxi for DC		34.55
	23328304	Food - Other		46.55
	25140q15	Software		349.00
	264835	Taxi for DC Trip		6.36
	289262	Taxi for DC		32.45
	302272020	Food - Other		3.62
	30428265	Job Posting		500.05
	30522480	Job Posting		501.69
	30623334	Job Posting		502.69
	31114694	Job Posting		215.55
	31173493	Job Posting		502.89
	4455906906	Job Posting		131.95

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	481730	Taxi for DC		19.84
	4900007997	Food - Other		151.94
	500033	Food for DC		138.64
	516328	Taxi for DC		29.81
	5439313	Stamps		19.79
	544144-0238	Postage		17.90
	623427	Food for DC Trip		13.15
	62831	Hosted Services		74.95
	634473	Flights for DC Trip		1,743.40
	647413	Taxi for DC		19.70
	6HM3P-Q5A53	Flyer Printing		255.99
	741049	Hosted Service - NetWorkSolutions		17.59
	755-258-446	Cleaning/Kitchen Supplies		89.64
	77001260017	Food - Gov Board/Joint Ops		21.93
	782063838	Food for DC Trip		90.65
	797772	Airport Parking		7.98
	8129198990	Shred It		236.83
	827599	Taxi for DC Trip		19.70
	84765714-1	Hotel for DC Trip		386.85
	871443	Taxi for DC		37.73
	916724	Taxi for DC Trip		36.61
	936437	Taxi for DC Trip		42.51
	945822	Ducs/Membership		249.60
	955976	Taxi for DC		31.84
	988614	Food for DC Trip		5.00
	989074	Airport Parking		57.93
	jc84cb05fa	National PERLA Membership		225.00
	N306553	Hosted Service - Toggl		1,069.20
	R47045791	Job Posting		400.00
	R47118720	Job Posting		250.00
	S01982905	Office Chairs		5,377.91
	TQ9VB-Q5A20-307	Office Supplies - Admin		33.21
Total for Check Number 18680:				21,070.67
Total for 5/1/2020:				21,070.67
ACH	120	ADP	05/08/2020	
	PD05082020	Medicare Taxes Payable		8,125.71
	PD05082020	Federal Taxes Payable		29,782.09
	PD05082020	Garnishments Payable		20.95
	PD05082020	Net Pay		212,644.37
	PD05082020	ESD Taxes Payable		3,071.55
	PD05082020	FMLA Taxes Payable		1,199.83
Total for this ACH Check for Vendor 120:				254,844.50
ACH	120	ADP	05/08/2020	
	032720	PPE Payroll Processing Fee		469.26
Total for this ACH Check for Vendor 120:				469.26
ACH	131	HEALTH EQUITY	05/08/2020	
	040520	PPE HSA Contributions Payable		1,306.43
	041920	PPE HSA Contributions Payable		1,121.68
	APR20	HSA Admin Fee		90.85
Total for this ACH Check for Vendor 131:				2,518.96

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	132 040520	WILMINGTON TRUST PPE MEBT Contributions Payable	05/08/2020	36,804.32
Total for this ACH Check for Vendor 132:				36,804.32
ACH	133 MAR20	DEPT OF RETIREMENT SYSTEMS PERS Contributions	05/08/2020	119,238.83
Total for this ACH Check for Vendor 133:				119,238.83
ACH	134 May2020	COLONIAL LIFE Supplemental Ins Premiums	05/08/2020	1,874.87
Total for this ACH Check for Vendor 134:				1,874.87
ACH	140 May2020	RELIANCE STANDARD Life/LTD Premiums	05/08/2020	1,755.73
Total for this ACH Check for Vendor 140:				1,755.73
ACH	327 May20 May20 May20	ASSOCIATION OF WASHINGTON CITIZENS Vision Premiums Dental Premiums Medical Premiums	05/08/2020	1,165.72 9,023.47 98,707.98
Total for this ACH Check for Vendor 327:				108,897.17
18681	633 040920	BODMER DESIGN NORCOM 4 page Issue Briefing	05/08/2020	156.25
Total for Check Number 18681:				156.25
18682	688 04/19/20	TAMI BURNS Boundary Tour/Training	05/08/2020	128.23
Total for Check Number 18682:				128.23
18683	6 XMH6634 XMP7143	CDW-GOVERNMENT INC HP USB Dock IIP power connector adapter	05/08/2020	205.82 26.07
Total for Check Number 18683:				231.89
18684	8 041020	CENTURYLINK Telephone Service	05/08/2020	1,312.64
Total for Check Number 18684:				1,312.64
18685	11 36307 36423	CITY OF BELLEVUE Q1 2020 CoLocation Community Connectivity Consortium 2020 Men	05/08/2020	26,403.48 1,500.00
Total for Check Number 18685:				27,903.48
18686	447 281386	FIRST CHOICE COFFEE SERVICES Ice Machine	05/08/2020	104.50
Total for Check Number 18686:				104.50
18687	288 042320	KATY GILBERT Telecommunicator week	05/08/2020	205.47

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for Check Number 18687:				205.47
18688	204 041320	JAMI HOPPEN GoTo meeting annual subscription for OPS Traini	05/08/2020	383.15
Total for Check Number 18688:				383.15
18689	675 041920	ICMA-RC ICMA 457 Contribution PE 04/24/20	05/08/2020	3,678.16
Total for Check Number 18689:				3,678.16
18690	41 2019-NC-1	KING COUNTY E-911 PROGRAM OFFIC Language Interpretation Services	05/08/2020	449.55
Total for Check Number 18690:				449.55
18691	424 5202add7	LIFTOFF LLC PowerBI Professional licenses	05/08/2020	200.00
Total for Check Number 18691:				200.00
18692	377 PST120-60	PST INVESTIGATIONS Background Investigation Services	05/08/2020	4,283.78
Total for Check Number 18692:				4,283.78
18693	256 2020-0158	PUBLIC SAFETY TESTING INC Subscription Fees for Q1 Jan - Mar 2020	05/08/2020	978.00
Total for Check Number 18693:				978.00
18694	61 55722717	ROBERT HALF TECHNOLOGY Finance Consultant – JBartlett WE 04/17/20	05/08/2020	3,148.68
Total for Check Number 18694:				3,148.68
18695	499 130-13309	TYLER TECHNOLOGIES Embedded Thrid Party Software Maintenance	05/08/2020	1,622.50
Total for Check Number 18695:				1,622.50
18696	74 042020	UNUM Long Term Care	05/08/2020	509.00
Total for Check Number 18696:				509.00
18697	79 9852445516	VERIZON WIRELESS Cell Phone Service	05/08/2020	3,213.90
Total for Check Number 18697:				3,213.90
18698	88 5009975269	WELLS FARGO FINANCIAL LEASING Printer/Copier	05/08/2020	1,405.08
Total for Check Number 18698:				1,405.08
Total for 5/8/2020:				576,317.90
ACH	120 PD05222020	ADP Net Pay	05/22/2020	214,806.19

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	PD05222020	ESD Taxes Payable		2,836.47
	PD05222020	Federal Taxes Payable		3.48
	PD05222020	FMLA Taxes Payable		1,201.31
	PD05222020	Medicare Taxes Payable		8,038.20
	PD05222020	Federal Taxes Payable		29,291.57
Total for this ACH Check for Vendor 120:				256,177.22
Total for 5/22/2020:				256,177.22
ACH	120	ADP	05/29/2020	
	011720	PPE Payroll Processing Fee		436.08
	013120	PPE Payroll Processing Fee		459.78
	021420	PPE Payroll Processing Fee		464.51
	022820	PPE Payroll Processing Fee		554.58
	031320	PPE Payroll Processing Fee		450.30
	041020	PPE Payroll Processing Fee		474.00
	041720	PPE Payroll Processing Fee		132.05
	042420	PPE Payroll Processing Fee		474.00
	050820	PPE Payroll Processing Fee		469.26
Total for this ACH Check for Vendor 120:				3,914.56
ACH	131	HEALTH EQUITY	05/29/2020	
	041020	PPE HSA Contributions Payable		131.00
	050320	PPE HSA Contributions Payable		1,212.68
Total for this ACH Check for Vendor 131:				1,343.68
ACH	132	WILMINGTON TRUST	05/29/2020	
	041920	PPE MEBT Contributions Payable		40,745.97
	050820	PPE MEBT Contributions Payable		36,296.81
Total for this ACH Check for Vendor 132:				77,042.78
ACH	133	DEPT OF RETIREMENT SYSTEMS	05/29/2020	
	APR2020	PERS Contributions		129,353.71
Total for this ACH Check for Vendor 133:				129,353.71
18699	3	AT&T MOBILITY	05/29/2020	
	04282020	Cell Phone Service		316.84
Total for Check Number 18699:				316.84
18700	6	CDW-GOVERNMENT INC	05/29/2020	
	XRJ9369	Microsoft Type Cover for Surface Pro		147.32
	XSC1828	Plantronics coil cord and cables		134.46
	XSR6689	HP SB EliteBook		1,850.21
Total for Check Number 18700:				2,131.99
18701	210	CENTURYLINK	05/29/2020	
	042020	Snoqualmie EU Circuit		173.12
Total for Check Number 18701:				173.12
18702	9	CENTURYLINK	05/29/2020	
	1490019583	Telephone Service		108.07

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for Check Number 18702:				108.07
18703	18 INV2140089	COPIERS NORTHWEST Contract rate charge for 2/6/20 - 5/5/20	05/29/2020	522.02
Total for Check Number 18703:				522.02
18704	324 51933-10 51933-12	CRISTA MINISTRIES Crista Radio Site Lease Crista Radio Site Lease	05/29/2020	488.67 513.10
Total for Check Number 18704:				1,001.77
18705	28 10049	EPSCA Redmond Satellite	05/29/2020	812.76
Total for Check Number 18705:				812.76
18706	31 042820	FRONTIER Telephone Service	05/29/2020	763.36
Total for Check Number 18706:				763.36
18707	565 404289	GLOBALSTAR Orbit Network Services	05/29/2020	298.57
Total for Check Number 18707:				298.57
18708	675 02052020 032720 042420 050320	ICMA-RC ICMA 457 Contribution ICMA 457 Contribution ICMA 457 Contribution ICMA 457 Contribution	05/29/2020	8,222.71 3,393.71 3,373.23 2,926.16
Total for Check Number 18708:				17,915.81
18709	655 022020 022020- Exp 022020- Exp2 032020 042020 052020	INTEGRIS PUBLIC STRATEGIES LLC Reimbursement expenses for DC visit 2/23 - 2/2 Reimbursement expenses for DC visit 2/23 - 2/2 Reimbursement expenses for DC visit 2/23 - 2/2 Reimbursement expenses for DC visit 3/24-25, 2 Professional Services Professional Services	05/29/2020	3,000.00 163.81 214.47 3,000.00 3,000.00 3,000.00
Total for Check Number 18709:				12,378.28
18710	185 11595890	KRONOS Go Live support	05/29/2020	1,085.00
Total for Check Number 18710:				1,085.00
18711	424 5208add8	LIFTOFF LLC Audio Conferencing License	05/29/2020	16.00
Total for Check Number 18711:				16.00
18712	44 120156	LOCUTION SYSTEMS INC Eastside Fire & Rescuc replacement SCU	05/29/2020	1,204.50
Total for Check Number 18712:				1,204.50
18713	119	PETER LUKE	05/29/2020	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	050520	Mileage Reimbursement for Feb, Mar and Apr		99.43
	050520	Mileage Reimbursement for Feb, Mar and Apr		44.85
			Total for Check Number 18713:	144.28
18714	586 2020-05	MEYDENBAUER CENTER May 2020 Construction Empl Parking	05/29/2020	1,950.00
			Total for Check Number 18714:	1,950.00
18715	569 050820	NORCOM ASSOCIATED GUILD MAY 2020 NAG Dues	05/29/2020	2,146.00
			Total for Check Number 18715:	2,146.00
18716	673 050820	PUBLIC SAFETY EMPLOYEES UNION MAY 2020 PSEU Dues	05/29/2020	505.43
			Total for Check Number 18716:	505.43
18717	256 2020-0158 2020-0275	PUBLIC SAFETY TESTING INC Subscription Fees - Q1 (Jan - Mar 2020) Agency Add-On Authorization Form	05/29/2020	978.00 80.00
			Total for Check Number 18717:	1,058.00
18718	90 042820	KHAI TRAN Mileage Reimbursement for Dec - Apr 2020	05/29/2020	52.90
			Total for Check Number 18718:	52.90
18719	499 130-13309	TYLER TECHNOLOGIES Embedded Third Party Software	05/29/2020	1,622.50
			Total for Check Number 18719:	1,622.50
			Total for 5/29/2020:	257,861.93
			Report Total (53 checks):	1,111,427.72



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 06/12/2020
Subject: E911 IT Reduction Staffing Impacts Update

Executive Summary:

NORCOM relies on 911 revenue sharing from King County to provide funding for NORCOM staff. In 2020, NORCOM will receive \$1,393,239 in 911 revenue sharing funds which represent 10.1% of NORCOM's operating revenue. NORCOM has been notified by King County's 911 Program Office that in order to fund IT staff to support the new platform project, NORCOM's 911 revenue sharing may be reduced by up to \$220,000 in 2021, resulting in anticipated funding of \$1,173,239. NORCOM has asked the program office to consider other options to include delaying such a reduction. More information to follow.

Background:

The E911 Strategic Plan adopted in April 2018 calls for the replacement of the County's 911 technology "dual platform" model which is estimated to cost \$14 million. The King County 911 Office has indicated that it plans to pull back 911 revenue sharing from all Public Safety Answering Points in the county to fund the project. At this time, the County has not issued a Request for Proposals for the system replacement and so the actual cost is not known at this time. This is an ongoing discussion for the Regional Advisory Governing Board" (RAGB) and King County E-911 Financial Workgroup. It is not clear at this time whether the replacement project financing will impact the 2021 budget since the cost of the project is uncertain.

https://kingcounty.gov/~media/depts/it/e-911/KC-911_StrategicPlan_20171218.ashx?la=en

Past Board or Other Related Actions:

None

Policy and Strategic Implications:

Any reduction in E911 funding will impact NORCOM's overall budget and may result in staffing impacts.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends that the Board continue to monitor this situation and receive updates from NORCOM staff.

Staff Comments:

NORCOM is currently engaged in problem-solving discussions with the E-911 Program Office and RAGB.

Options

None at this time

Risks

Any such funding reduction will have an adverse impact to NORCOM.

Finance Committee Review: Yes

Reviewed

Legal Review: No

NA

Joint Operations Board Review: No

NA



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 06/12/2020
Subject: NORCOM Civil Disturbance Response

Executive Summary:

On Sunday, May 31, 2020, the downtown area of Bellevue was the location of both peaceful and non-peaceful protests in response to the death of George Floyd in Minneapolis while in police custody. The downtown business core was targeted for non-peaceful activities to include acts of vandalism and civil unrest which were highly impactful to NORCOM operations.

Background:

In preparation for possible operational service impacts, the NORCOM team developed an Operations Plan and implemented an Incident Command Structure. The planning mission priority was to provide and maintain the ability to safely staff and deliver effective services in support of our first responder agencies and community at large.

Past Board or Other Related Actions:

NA

Policy and Strategic Implications:

NA

NORCOM Staff Recommendation:

NORCOM Staff recommends that the Governing Board review the summary report.

Staff Comments:

Despite workload capacity challenges, the NORCOM dispatch team worked diligently to perform their duties until nearly midnight when the crowds began to disperse, and the community and first responders were safe. Although somewhat uncommon for a 911 center, the implementation of an Incident Command team worked well, functioned effectively and collaboratively, and NORCOM staff felt safe and well cared for throughout the event. While the incident location and situation was undoubtedly stressful, staff were mentally and technically prepared for the myriad of critical situations they navigated. While the after-action review will likely identify improvement opportunities, I believe that the plan was well executed, and the NORCOM team performed admirably, particularly when this was an unprecedented situation for most NORCOM staff.

Options

NA

Risks

NA

Finance Committee Review: No

NA

Legal Review: No

NA

Joint Operations Board Review: No

NA

Attachments

NORCOM Civil Disturbance Response



Memorandum

To: NORCOM Governing Board

From: Bill Hamilton

Date: June 12, 2020

Subject: NORCOM response to May 31, 2020 civil disturbance

On Saturday, May 30, 2020, the City of Seattle experienced both peaceful and violent protests in response to the killing of George Floyd. Soon after civil unrest began in Seattle, social media posts indicated that in addition to peaceful demonstrations, the downtown Bellevue area might be targeted for non-peaceful activities to include acts of vandalism and civil unrest on Sunday, May 31, 2020. NORCOM also learned that the City of Kirkland anticipated a related rally on the same day.

While we understood that the vast majority of people exercising their constitutional rights would have peaceful intentions, we also acknowledged that crowd behavior is subject to many variables. We recognized that the Bellevue event location may be problematic for NORCOM and could impact employee safety and core operations.

In preparation for this possibility, the NORCOM team held an emergency planning meeting to ensure our collective readiness to provide for the safety of our staff, while maintaining highly effective operations for our agencies. To best accomplish this critical task, NORCOM developed an Operations Plan and implemented an Incident Command Structure. Our mission priority was to provide and maintain the ability to safely staff and deliver effective services in support of our first responder agencies.

The plan included a command structure, concept of operations, planning assumptions, and communications strategy in support of the mission.

In the pre-execution of the plan, NORCOM contacted all dispatch staff and apprised them of the situation and possible personal impacts. We advised those scheduled to work on Sunday to be fully prepared to respond to work early and to work beyond their standard shift length. We then directed those not scheduled to work, to be ready to report for work at either NORCOM location. The Redmond Communications Center manager was apprised of this possibility, and NORCOM IT staff was then sent to test the backup center functionality. Additionally, we developed an overstaffing plan to fill all dispatch functions far beyond "normal staffing."

On Sunday, May 31, at 0700, NORCOM Command enacted the plan, updated staff, and assigned personnel to individual team positions. Throughout the day, NORCOM Command interacted closely with our team as well as our Police and Fire commanders. We also worked closely with our various agency representatives and monitored social media and news sources.

The Kirkland event remained peaceful and had no impact on NORCOM Operations. The Bellevue event was highly impactful. At approximately 1100 hours, Bellevue Police officers began to report people arriving and assembling in increasingly larger groups in the downtown area. Shortly thereafter, officers began reporting acts of vandalism, weapons sightings, acts of violence, and looting at multiple locations. The police responded, and the NORCOM operation began in earnest and continued late into the evening.

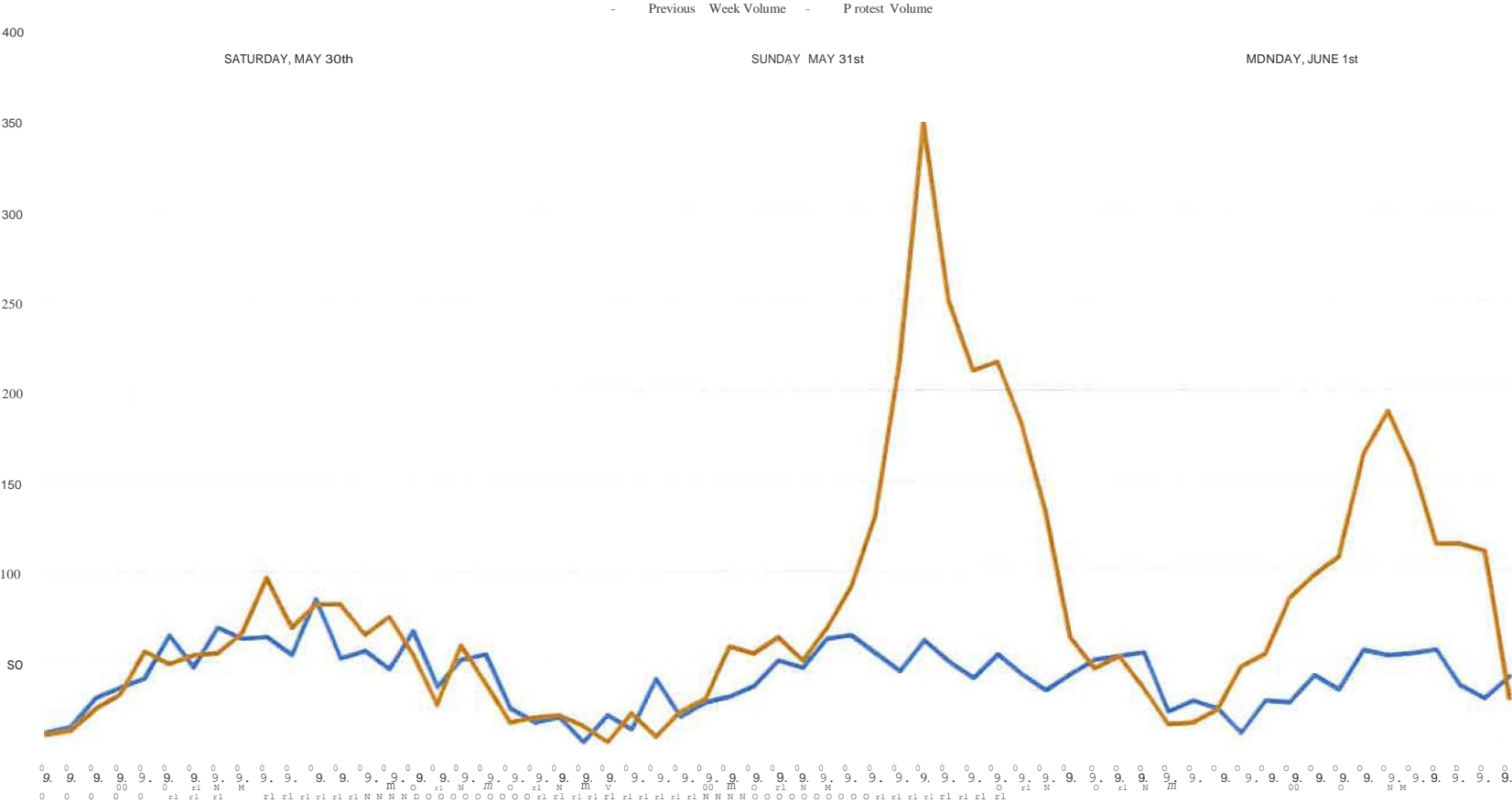
During this event, NORCOM Command monitored the situation and adjusted the staffing plan several times to absorb the volume of 911 calls and maintain the best service delivery possible to our Police and Fire responders. Our Fire Liaison was assigned to assist the NORCOM Deputy Director of Operations as well as the Zone 1 Fire Coordinator. The Law Enforcement Liaison was assigned to assist in the Bellevue Unified Command Post, and the Community Liaison was assigned to assist the Deputy Director of Operations, and monitor social media as well as various agency status updates.

The 911 call volume rose quickly and steadily, and at its peak, our dispatchers handled 349 calls per hour as opposed to the previous Sunday maximum of 64 calls per hour (see attached data).

Although we had many extra staff members, they too were quickly at capacity, and for several hours we had all incoming phone lines at capacity with up to six calls holding in the 911 phone queue. The volume of phone calls and radio traffic was not the only challenge; the emergent nature of the majority of calls was unprecedented. These included robberies in progress, widespread looting reports, people observed with rifles and handguns, shop owners fearfully hiding from looters on their roof, calls for help from mall security, and our police officers calling for backup while being surrounded and pelted with bottles. NORCOM dispatch communicated all protest-related calls for service directly to Bellevue Command, and Command directed resources as the situation dictated and allowed.

Despite the challenges, the NORCOM dispatch team worked diligently to perform their duties until nearly midnight when the crowds began to disperse, and the community and first responders were safe. I believe the Incident Command team functioned effectively and collaboratively, and NORCOM staff felt safe and well cared for throughout the event. I observed that while this event was undoubtedly stressful, staff were mentally and technically prepared for the myriad of critical situations they navigated. While our after-action will likely identify improvement opportunities, I believe that the plan was well executed, and the NORCOM team performed admirably, particularly when this was an unprecedented situation for most NORCOM staff.

Call Volume (Standard vs. Protest)



	00:00 01:00 02:00 03:00 04:00					05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
Sat., 5/23						11	14	30	36	41	65	47	69	63	64	54	85	52	56	44	67	36	51	54
Sat., 5/30						10	12	24	32	56	49	54	55	66	91	69	82	82	65	75	54	26	59	38
Sun_ 5/24	24	16	19	5	20	12	40	19	27	30	36	50	46	62	64	54	44	61	49	40	53	42	3	42
Sun., 5/31	16	19	20	14	8	21	8	22	29	58	54	63	50	68	91	130	216	349	250	21	214	182	132	61
Mon., 5/25	50	52	54	21	27	23	9	27	26	41	33	55	52	53	55	33	28	40						
Mon., 6/1	45	52	34	14	15	22	46	53	84	97	107	164	188	158	114	114	110	28						



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 06/12/2020
Subject: Hiring update- IT Director Katy Myers

Executive Summary:

NORCOM is pleased to announce the hiring of Katy Myers at the NORCOM IT Director.

Background:

The previous NORCOM IT Director resigned in late 2019 and despite numerous attempts, NORCOM was unable to identify a highly skilled leader who was also a good fit for the NORCOM IT team. Katy is well known throughout the Washington 911 community and has spent the last 20+ years at Clark Regional Emergency Services Agency (CRESA). After a few years as a Dispatcher, Communications Training Officer, and Acting Dispatch Supervisor, she was promoted to Training Program/QA Manager and then Operations Division Manager. In her current role of Technical Services Division Manager, Katy is responsible for internal and external information technologies, vendor management, contract oversight, and is also the designated Acting Agency Director as needed. NORCOM is excited to welcome Katy Myers to the NORCOM family and anticipates that she will be a great addition to the management team. Katy will join NORCOM on June 29th and is equally excited for this opportunity.

Past Board or Other Related Actions:

NA

Policy and Strategic Implications:

None

NORCOM Staff Recommendation:

NORCOM Staff recommends that the Board review Katy Myers biography.

Staff Comments:

The filling of this position is of great benefit to the NORCOM IT team as well as the furtherance of NORCOM's technology goals and obligations.

Options

None

Risks

None

Finance Committee Review: No

The hiring of the NORCOM IT Director

Legal Review: No

NA

Joint Operations Board Review:

NA

Attachments

IT Director

Meet NORCOM's New IT Director



Katy Myers will be joining NORCOM on June 29th. Prior to accepting NORCOM's offer, Katy spent the last 20+ years at Clark Regional Emergency Services Agency (CRESA) in roles of increasing responsibility. After a few years as a Dispatcher, Communications Training Officer, and Acting Dispatch Supervisor, she was promoted to Training Program/QA Manager and then Operations Division Manager. In her current role of Technical Services Division Manager, Katy has oversight of internal and external information technologies, vendor management, contract oversight, and is also the designated Acting Agency Director as needed. In addition to Katy's experience at CRESA, she has been involved with APCO-NENA and E911 for several years on a state level and is currently the Washington APCO-NENA Vice President and the Washington State E911 NG911 Subcommittee Chair.

Katy has a B.S. in Information Technology Management from Western Governors University and will complete a M.S. in Management and Leadership this year. The combination of Katy's experience, education and involvement with public safety organizations has prepared her to excel in this role and we are excited to have her on the leadership team. Please join me in making her feel welcome.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 06/12/2020
Subject: Adoption of the 2021 Budget Policy Statement

Executive Summary:

NORCOM's bylaws provide for the submission of a preliminary annual budget to the Governing Board no later than 150 days prior to the beginning of the fiscal year. As part of the budget process, the Executive Director submits a proposed budget policy to the Governing Board setting forth the Board's guidance for the preparation of the coming year's budget.

Background:

In past years, the budget policy statement was presented to the Governing Board at the April meeting. Due to the COVID-19 restrictions, the April Governing Board meeting was canceled. In addition, turnover in key staff positions delayed the budget preparation process. The attached resolution and proposed budget policy is presented for consideration and adoption by the Governing Board.

Past Board or Other Related Actions:

NORCOM's bylaws provide for the submission of a preliminary annual budget to the Governing Board.

Policy and Strategic Implications:

The NORCOM Budget Policy Statement is similar to those adopted in prior years. It is a general policy statement regarding the basis for estimating revenues and expenses, the level and use of reserves, and the budget calendar. NORCOM is committed to providing high-quality services to Participating Agencies and the public through the allocation of resources to provide for stable funding sources and predictable rates for Participating Agencies. The budget is prepared with the goal of resilience and is forward-looking to anticipate changes in service levels, revenue sources, and membership.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval.

Staff Comments:

Although NORCOM staff is just beginning preparation of the budget, the Board should be aware of several policy issues that are likely to impact the 2021 and/or future budgets. More information on each of these policy issues is presented to the Governing Board within the budget transmittal document.

Options

NA

Risks

NA

Finance Committee Review: Yes

The Finance Committee and the Finance manager have reviewed this document.

Legal Review: Yes

NA

Joint Operations Board Review: No

NA

Attachments

2021 Budget Policy Statement



Memorandum

To: NORCOM Governing Board

From: Bill Hamilton

Date: June 12, 2020

Subject: Adoption of 2021 NORCOM Budget Policy Statement

Executive Summary

Adoption of 2021 NORCOM Budget Policy statement.

Background

NORCOM's bylaws require the Operations Boards to submit a preliminary annual budget to the Governing Board no later than 150 days prior to the beginning of the fiscal year. As part of the budget process, the Executive Director submits a proposed budget policy to the Governing Board setting forth the Board's guidance for preparation of the coming year's budget.

Past Board or Other Related to Actions

In past years, the budget policy statement was presented to the Governing Board at the April meeting. Due to the COVID19 restrictions, the April Governing Board meeting was cancelled. In addition, turnover in key staff positions delayed the budget preparation process. The attached resolution #182 and proposed budget policy is presented for consideration and adoption by the Governing Board.

Policy and Strategic Implications

The NORCOM Budget Policy Statement is similar those adopted in prior years. It is a general policy statement regarding the basis for estimating revenues and expenses, the level and use of reserves and the budget calendar. NORCOM is committed to providing high quality services to Participating Agencies and the public through the allocation of resources that to providing for stable funding sources and predictable rates for Participating Agencies. The budget is prepared with the goal of resilience and is forward-looking to anticipate changes in services levels, revenue sources and membership.

Although NORCOM staff is just beginning preparation of the budget, the Board should be aware of several policy issues that are likely to impact the 2021 and/or future budgets. More information on each of these policy issues will be presented to the Governing Board with transmittal of the proposed budget:

- NORCOM relies on 911 revenue sharing from King County to provide funding for NORCOM staff. In 2020, NORCOM will receive \$1,393,239 in 911 revenue sharing funds which represents 1.1% of NORCOM's operating revenue. NORCOM has been notified by King County's 911 Office that in order to fund IT staff to support the new platform project, NORCOM's 911 revenue sharing will be reduced by \$220,000 in 2021, resulting in an anticipated funding of \$1173.239.
- The E911 Strategic Plan adopted in April 2018 calls for replacement of the County's 911 technology "dual platform" model is estimated to cost \$14 million. The King County 911 Office has indicated that it plans to pull back 911 revenue sharing from all Public Safety Answering Points in the county to fund the project. At this time, the County has not issued a Request for Proposals for the system replacement and so the actual cost is not known at this time. This is an ongoing discussion for the Regional Advisory Governing Board" (RAGB) and King County E-911 Financial Workgroup. It is not clear at this time whether the replacement project financing will impact the 2021 budget since the cost of the project is uncertain. https://kingcounty.gov/~media/depts/it/e-911/KC-911_StrategicPlan_20171218.ashx?la=en

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- NORCOM has been notified by the PSERN (Puget Sound Emergency Radio Network) and King County that we will be charged market-based lease rate for them to host our antennas/equipment at their radio sites, to include the antennae towers as well as equipment shelters. NORCOM has both VHF voice (.190) and Alphanumeric Paging equipment at our radio sites that will be affected by this new cost. Historically, we have not paid any amount of rent at any King County radio site but it appears that this may change. Again, the potential impact is not known at this time nor when the new rates will be effective but it is worth keeping in mind for future budgets. NORCOM will likely engage in negotiations with King County and PSERN in this regard.
 - Internally, the Executive Director has learned that the cost allocation for calls for service between Participating Agencies may have been incorrectly coded in some cases. While the degree and duration of possible error is not yet known, a team has been assembled to fully investigate this. Should an error be substantiated, correction of the miscoding will likely result in a redistribution of rates among NORCOM's participating agencies. Once more is known about the extent and amount of the correction, staff will bring options to the Governing Board to consider regarding the method and timing of any adjustments that are needed.
 - In the 2020 Budget, the Governing Board created a "Position Vacancy Contingency" as an offsetting line-item in the agencies wage and benefit costs. The Vacancy Contingency was created to recognize the high level of vacancies in telecommuter positions and the resulting costs savings. Those cost savings were historically carried over to the subsequent year's budget and used for one-time expenses. The Vacancy Contingency was one of the strategies used to balance the NORCOM 2020 budget.

Beginning in December 2019, all telecommuter positions were filled, and the reduced vacancy rate has continued into 2020. If this trend continues, salary saving typically realized from telecommuter salaries will be reduced. However, vacancies in administrative and management positions have been higher than usual which may provide some offsetting salary savings.

-
- The Executive Director is working with the leadership team to reorganize the administration and technology functions to create efficiencies and operations and, potentially, costs. The net effect of these changes and ongoing impact will be fully discussed with the proposed budget transmittal.
 - Finally, the COVID-19 pandemic has impacted our partners' finances in varying degrees. Understanding that NORCOM provides an essential service, development of costs and rates for the coming year will take into consideration the financial challenges our Participating Agencies are facing. The Executive Director will prepare a "status quo" budget:
 - That is balanced;
 - That appropriately recognizes actual changes in revenues and expenses that are known for 2021;
 - That works toward stabilizing rates through conservative expenditure estimates and the appropriate use of reserves if needed to maintain services and minimize impacts to Participating Agencies.

NORCOM Staff Recommendation

Approve resolution #182 and adopt the proposed 2021 Budget Policy statement. It is anticipated that the proposed budget will be presented to the Governing Board at the August 2020 meeting.

Finance Committee Review: Yes

Legal Review: Yes

Joint Operations Board Review: No

NORCOM RESOLUTION NO. 182

A RESOLUTION OF THE GOVERNING BOARD OF NORCOM APPROVING THE 2021 BUDGET POLICY.

WHEREAS, pursuant to Section 12(b) of the North East King County Regional Public Safety Communications Agency Interlocal Agreement (the “Interlocal Agreement”), the Governing Board of NORCOM is required to adopt a budget policy for the upcoming annual budget no later than June 1 after such policy has been reviewed by the Joint Operating Board and presented at the annual Principal’s Assembly; and

WHEREAS, due to the 2019 novel coronavirus (“COVID-19”) pandemic and related proclamations and orders, at its May 8, 2020 regular meeting, the Governing Board voted to postpone the Principal’s Assembly for an indefinite period of time and to waive deadlines provided for in the Interlocal Agreement related to such meeting; and

WHEREAS, the NORCOM Executive Director has prepared and submitted to the Joint Operations Board a proposed budget policy for fiscal year 2021; and

WHEREAS, the Governing Board now desires to approve the proposed budget policy for fiscal year 2021, as provided herein:

NOW, THEREFORE, BE IT RESOLVED by the Governing Board of NORCOM as follows:

Section 1. Approval of Budget Policy. Pursuant to the terms of the Interlocal Agreement, the Governing Board hereby approves the budget policy for fiscal year 2021, substantially in the form presented to the Governing Board and attached hereto as Exhibit A and incorporated herein by this reference.

Section 2. Further Authority; Prior Acts. All NORCOM officials, their agents, and representatives are hereby authorized and directed to undertake all action necessary or desirable from time to time to carry out the terms of, and complete the transactions contemplated by, this resolution. All acts taken pursuant to the authority of this resolution but prior to its effective date are hereby ratified and confirmed.

Section 3. Effective Date. This resolution shall take effect immediately upon its passage and adoption.

Passed by a majority vote of the Governing Board in an open meeting on this 12th day of June, 2020.

Signed in authentication thereof on this 12th day of June, 2020.

Chair

NORCOM

2021 Proposed Budget Policy

Discussion Paper

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

Budget Policy development involves several steps. NORCOM budget policy starts with an understanding of service levels and issues impacting operations. NORCOM's management team evaluates performance measures to assess organizational costs and effectiveness, and determine issues impacting 2021 operating priorities and the level of funding for each. Budget policies are statements that describe how financial resources will be obtained, allocated, managed, and controlled.

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

Financial Management Policies

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

General Financial Goals

- To provide a financial base sufficient to sustain consistent high quality emergency service communications to the public for emergency medical services, fire and police by receiving calls for service; dispatching resources, tracking and coordinating information flow and resources, initiating records for all emergency events, and enhancing effectiveness, efficiency, coordination and interoperability of emergency service providers.
- To be able to withstand local and regional economic hardships sustained by our participating and subscribing agencies and adjust to changes in their service level requirements.
- To adapt to changing funding resources from other governments.

Operating Budget Policies

- The operating budget is NORCOM's comprehensive financial plan which provides for the level of services prescribed by the Participating Agencies, including additional services or new programs as approved in subsequent years. A new budget will be adopted every year as a result of a comprehensive process incorporating any newly approved programs, inflationary increases, and other expenses. New programs will be analyzed by the Executive Director and Finance

Manager before being presented to the Joint Operating Board for their analysis and review and, if approved, incorporated into the budget. No “one-time” expenses will be carried forward into subsequent budgets without specific authority.

- NORCOM defines a balanced budget as current annual revenues (including fund balances) being equal to or greater than current annual expenditures.
- All current operating expenditures will be paid from current revenues and cash carried over from the prior year. Current revenues and operating expenditures will be reviewed quarterly during the year.
- NORCOM will maintain revenue and expenditure categories according to state statute and administrative regulation.

Amendment/Adjustment Policies:

- All supplemental appropriations for programs requested after the original budget is adopted, will only be approved by the Governing Board after consideration of the availability of revenues.

Revenue Policies:

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

Expenditure Policies:

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

Capital Projects and Equipment Replacement

- NORCOM will maintain all its assets at an acceptable level to protect capital investment and to minimize future maintenance and replacement costs.

- NORCOM will conduct an equipment replacement and maintenance needs analysis, using a cash flow method, for the next several years and will update this projection every two years. From this projection a maintenance and replacement schedule will be developed and followed.
- Equipment Replacement will be fully funded according to the cash flow schedule to minimize large increases in User Fees from year to year resulting from acquisition or replacement of capital, and to fund the timely replacement of aging technology, equipment, and systems
- NORCOM will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
- NORCOM will coordinate development of the Capital Projects budget with development of the operating budget. Future operating costs associated with new capital project will be projected and included in operating budget forecasts.

Operating Reserves and Contingency:

- Per section 12h of the ILA, each budget year the Governing Board shall set the Operating Expense Reserve at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. NORCOM currently maintains an Operating Expense Reserve at a level equal to 5% of the total Operating Budget. For the purpose of determining Operating Expense Reserve funding, the Governing Board defines the Operating Budget as the operating fund expenses less salaries, benefits, and one-time expenses.
- The Rate Stabilization Fund shall not exceed 10% of current Operating Fund Revenues. The amount in the fund shall be analyzed to determine the long-term effect on rates. If it is determined that funds will be used to offset transition to higher rates or fund one-time expenditures the designated amount shall be applied to the overall budget prior to calculating assessments.
- All expenditures drawn from reserve accounts shall require prior Board approval unless previously authorized for expenditure in the annual budget.

Accounting, Auditing, and Financial Reporting Policies

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

Budget Calendar

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

2021 BUDGET CALENDAR

June

Finance Committee approves budget policy	June 9
Governing Board adopts budget policy/ ILA 12(b)	June 12
Budget Development complete	June 30

July

Executive Director presents preliminary budget to Joint Op. Board/ILA 12(c)	July 1
User Fee updates complete	July 10

August

Proposed budget transmitted to Governing Board/ILA 12(c)	August 1
Public hearing & board approval by Governing Board/ ILA 12(c)	August 14

September

Participating agencies advised of budget and user fees/ ILA 12(c)	September 4
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December

Approval by the legislative authorities of each Participating/Subscriber/ ILA 12(c)	December 9
Governing Board adopts final budget/ ILA12(c)	December 11