AGENDA
NORCOM Governing Board
Kirkland PD Totem Lake Room - September 13, 2019

1.   Call to Order

2.   Roll Call

3.   Open Communications from the Public

4.   NORCOM Recognition

5.   Consent Agenda

    A.   August 9, 2019 Governing Board Meeting Minutes

    B.   August 2019 Accounts Payable Report

    C.   August 2019 Financial Summary

    D.   2019 Microsoft Premier Services support agreement renewal. Authorizing Executive Director to sign agreement in the amount of $55,130.00.

6.   For Board Decision

    A.   Resolution 174: Increasing Overhire Authority for Telecommunicator Position

    B.   Resolution 175 - Acceptance of State 911 Grant for RAADAR Expansion

7.   For Briefing to Board

8.   Staff Updates

    A.   Reclassification of Service Desk Technician Position to Business Application Analyst

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

MEMORANDUM

To: Governing Board
From:
Date: 09/09/2019
Subject: August 9, 2019 Governing Board Meeting Minutes

Executive Summary:
Minutes from the August 9, 2019 Governing Board meeting.

Background:
NA

Past Board or Other Related Actions:
NA

Policy and Strategic Implications:
NA

NORCOM Staff Recommendation:
NA.

Staff Comments:
NA

Options
NA

Risks
NA

Finance Committee Review: No
NA
Legal Review: No
NA
Joint Operations Board Review: No
NA

Fiscal Impact

Budgeted Y/N: N

Fiscal Year: 2019
Account (s):
Fiscal Note:
Fiscal Impact:
NA

Attachments

August 9 2019 Governing Board Minutes

MEMORANDUM

To: Governing Board
From:
Date: 09/01/2019
Subject: August 2019 Accounts Payable Report

Executive Summary:

This report is for Board review and consent approval. It is typical in nature and will be reviewed by the Finance Committee on September 11.

Background:

The Board approves the accounts payable checks monthly. All checks have been approved by the Executive Director and reviewed by the Finance Committee.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends to approve the report.

Staff Comments:

Staff has reviewed all payables. The Executive Director has authorized all payments.

Options

N/A

Risks

N/A

Finance Committee Review: Yes

The finance committee will review this report at their September 11 meeting.

Legal Review: No

Joint Operations Board Review: No

Fiscal Impact

Budgeted Y/N: Y

Fiscal Year: 2019
Account (s):
Fiscal Note:
Fiscal Impact:
All expenditures are within fund budget limits.

Attachments

August 2019 A/P Cover Sheet
August 2019 Accounts Payable

MEMORANDUM

To:	Governing Board
From:	
Date:	09/01/2019
Subject:	August 2019 Financial Summary

Executive Summary:

This report is provided to give an update of the current financial status of each NORCOM fund.

Background:

N/A

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval of the financial summary.

Staff Comments:

Staff has reviewed the information and the Finance Committee will review the summary on September 11.

Options

N/A

Risks

N/A

Finance Committee Review: Yes

The Finance Committee will review the financial report along with supplemental material on September 11.

Legal Review: No

Joint Operations Board Review: No

Fiscal Impact

Budgeted Y/N: Y
Fiscal Year: 2019
Account (s):
Fiscal Note:
Fiscal Impact:
No comments to note.

Attachments

August 2019 Financial Summary

MEMORANDUM

To: Governing Board
From: Ron Tiedeman, IT Director
Date: 09/13/2019
Subject: 2019 Microsoft Premier Services support agreement renewal. Authorizing Executive Director
        to sign agreement in the amount of $55,130.00.

Executive Summary:

The Microsoft Premier support services agreement provides NORCOM IT with direct access to Microsoft professionals without the standard escalation and wait times. Due to the critical nature of NORCOM IT systems the support agreement has been in place for several years to support the Microsoft infrastructure hosted and supported by NORCOM.

Background:

NORCOM has had Microsoft Premier services since its inception due to the mission critical applications and services provided by NORCOM. Currently, NORCOM computers and systems operate in the Microsoft environment including hundreds of servers and dozens of databases not to include desktops and business applications like Office and email.

Past Board or Other Related Actions:

The governing board has historically approved the Executive Director to execute the service agreement under current terms.

Policy and Strategic Implications:

Utilizing Microsoft Premier services guarantees NORCOM IT access to the best resources to resolve issues as expediently and professionally as possible with least impact to services, and customers.

NORCOM Staff Recommendation:

NORCOM Staff recommends Governing board approval of the Microsoft Premier Support Services agreement in the amount of $55,130.00 and further recommends authorization of the Executive Director to execute the agreement.

Staff Comments:

The Microsoft Premier Support Agreement ensures NORCOM IT has the resources available for all those unforeseen issues that could arise that may be unusal or beyond staff knowledge and considered a guarantee of minimal downtime to our customers.

Options

Options include Governing Board not approving the agreement.

Risks

Risks associated with not approving the agreement include escalated Microsoft support issues which take substantially longer, and cost $200 per hour to support outside of agreement resulting in sub-standard support in the NORCOM 24 x 7, 911 emergency environment.

Finance Committee Review: Yes

The support services agreement was discussed as an ongoing annual agreement for Microsoft Support.

Legal Review: No

Due to the type of agreement, and past history no legal review was required.

Joint Operations Board Review: No

Due to the schedule, joint operations was not briefed on this standard annual support agreement.

Fiscal Impact

Budgeted Y/N: Yes

Fiscal Year: 2019-2020

Account (s):

Fiscal Note: $55,130.00

Fiscal Impact:

Budgeted as part of general 2019 IT operating services fund. We see in 2019-2020 there is an increase to support of approximately $1,525.00 dollars or approximately 2.7%.

2018-2019 $53,605.00
2017-2018 $50,295.00

Attachments

MS Premier Renewal 19-20

MEMORANDUM

To: Governing Board

From:

Date: 09/09/2019

Subject: Resolution 174: Increasing Overhire Authority for Telecommunicator Position

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Executive Summary:

The Finance Committee recommended a 3.5 vacancy rate for the 2020 budget based on a study of historical turnover rate at NORCOM. NORCOM is authorized 62 telecommunicators with overhire authority to 64. The 3.5 vacancy rate established by the Finance Committee means that NORCOM should have overhire authority to 66.   THe APCO Retains model establishes that NORCOM should have a minimum of 64 telecommunicators to continue to perform at its elite level.   NORCOM is presently at 63 FTEs as of September 9, 2019, and has eleven candidates in the pipeline. NORCOM projects at least three of those candidates will be ready for hire in the next four weeks.

Background:

The relevant history related to authorized Telecommunicators at NORCOM is:
- 2012 - 72 Telecommunicators authorized
- 2013 - 65 Telecommunicators - reduced based on APCO Retains Analysis
- 2014 - 60 Telecommunicators - reduced based on APCO Retains Analysis
- 2015 - 62 Telecommunicators - increased based on APCO Retains Analysis
- 2015 - Board authorizes 2 overhires for telecommunicator position in December 2015
- 2019 - Finance Committee recommends 3.5 vacancy rate based on historical NORCOM turnover rates. This requires an adjustment to overhire authority to 66 to assure NORCOM maintains 62 filled telecommunicator positions despite predicted turnover.
- 2019 - NORCOM has largely completed an APCO Retains analysis (2019 YTD is ongoing) which indicates that NORCOM now needs 66 to 69 telecommunicators to continue to perform at an elite level with respect to call answering and dispatch times.
- 2019 - NORCOM is now at 63 telecommunicator FTEs with 11 candidates in the pipeline.

Past Board or Other Related Actions:

From 2012 through 2015, the Executive Director recommended, and the Board authorized, reduction of authorized telecommunicators from 72 to 62. Pursuant to Resolution 106, the Board authorized the Executive Director overhire to 64 telecommunicators to assure that NORCOM staffing remained at full strength despite expected turnover

Policy and Strategic Implications:

NORCOM's performance is directly tied to maintaining the correct level of telecommunicators to handle projected calls.   Understaffing leads to frequent overtime which undermines morale.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval of the Resolution 174.

Staff Comments:

NORCOM reached an all-time low of filled telecommunicator positions in June of this year with only 51 of 62 authorized positions filled. NORCOM launched a major recruiting effort over the last two months and has now filled all 62 authorized positions plus 1 of the 2 overhire positions. NORCOM projects that the last overhire position will be filled by the end of September.   Historically, 42.6% of new hires are either unable to complete the training program, or choose to leave before becoming fully trained. The Finance Committee independently analyzed historical data and concluded that NORCOM has an average 3.5 vacancy rate. This equates to an overhire authority of 4 to keep pace with predicted turnover.   NORCOM's APCO Retains analysis confirms that 4 overhires are the minimum necessary to maintain full strength. It is critical that NORCOM have sufficient overhire authority to account for projected turnover which includes training failures. NORCOM has gained significant ground and is now back to 2013-2017 filled levels. The request to increase overhire authority from 2 to 4 FTEs is the minimum needed to assure these gains do not slip back to the trend over the last two years.

Options

The option is to keep overhires at two.

Risks

The risk to limiting to two overhires is that NORCOM will not be able to keep pace with turnover. This, in turn, will impact performance, overtime, and morale.

Finance Committee Review: No

The Finance Committee recommended a 3.5 vacancy rate for the 2020 budget based on a study of historical turnover rate at NORCOM. NORCOM is authorized 62 telecommunicators with overhire authority to 64. The 3.5 vacancy rate established by the Finance Committee means that NORCOM should have overhire authority to 66.   The APCO Retains model establishes that NORCOM should have a minimum of 64 telecommunicators to continue to perform at its elite level.   NORCOM is presently at 63 FTEs as of September 9, 2019, and has eleven candidates in the pipeline. NORCOM projects at least three of those candidates will be ready for hire in the next four weeks.

Legal Review: No

NA

Joint Operations Board Review: No

NA

Fiscal Impact

Budgeted Y/N: N
Fiscal Year: 2019
Account (s):
Fiscal Note:
Fiscal Impact:

For 2019, there is sufficient ending fund balance from the vacant telecommunicator positions that were not filled in the first eight months of this year. For 2020, the Board authorized use of rate stabilization funds for any FTEs in excess of the 3.5 vacancy rate (this equates to 58 FTEs).

Attachments

MEMORANDUM

To: Governing Board
From: Ron Tiedeman, IT Director
Date: 09/13/2019
Subject: Resolution 175 - Acceptance of State 911 Grant for RAADAR Expansion

Executive Summary:

Request Governing Board approval to accept a NG-911 Federal Grant administered by the State of Washington 911 Office of Emergency Management in the amount of $209,599.

Background:

The Washington Military Department (Department) through its Emergency Management Division, State Enhanced 911 Coordination Office (SECO) and State Enhanced 911 Coordinator supports, assists and facilitates statewide 911 services. This support includes 911 network maintenance, technical assistance to counties, and fiscal assistance for equipment procurement and operational funding for those counties whose local 911 excise tax base inadequately support 911 services. In preparation for the NG911 Federal Grant, the SECO in close coordination with the 911 Advisory Committee reached out to the entire Washington State 911 community (County Coordinators, PSAPs and Tribal entities) to solicit potential grant projects. NORCOM submitted three potential NG911 (Next Generation) projects, with the RAADAR proposal being submitted to provide RAADAR to adjoining PSAPS to enhance 911 and situational awareness in the state.

 A team comprised of representatives from the 911 community was established to review the project applications and provide recommendations to a three-party decision-making team, who completed their own independent reviews. Of Important note, NORCOM was the only non-county PSAP agency selected as a recipient of grant funds.

The Washington State 911 community identified six projects for the NG911 grant that address critical elements in the States ability to complete the move to NG911 and take full advantage of its features.
-       Project 1 – Complete transition to the NG911 ESInet
-       Project 2 – PSAP CPE and GIS upgrades
-       Project 3 – Statewide ECC Radio Interoperability project
-       Project 4 – Multi-county Host Remote CPE project
-       Project 5 – Host remote IP CAD project
-       Project 6 – Real-time Agency Activity Display and Reporting System Pilot (NORCOM RAADAR)

The project request was based on a 4 year pilot to identify and install RAADAR in interested PSAP's which had a regional cooperation across the state. The total project costs were based on purchase of equipment, time, and materials and estimated total of $349,333, grant award of 209,599 and 40% match in form of in-kind match, development, training, and limited staff time of $139,734 to interact with necessary PSAP's in the implementation of NG911 and RAADAR.
Total Project Cost: $349,333
Federal: $209,599

Non-Federal: (NORCOM in-kind) $139,734

Past Board or Other Related Actions:

NORCOM staff briefed the Board on the grant application and its details in October, 2018. The Board expressed strong support for the grant primarily for expanding the public safety benefit in enhancing coordination between agencies throughout our region and secondarily as a step towards realizing return on investment.

Policy and Strategic Implications:

The grant will cover the staff time, hardware, and software necessary to complete installation of RAADAR throughout King County and add Pierce County, the Washington State Patrol and other regional counties. This will greatly enhance coordination of mutual aid whether in daily routine operations, resource emergencies, or significant regional events. Acceptance of the grant allows NORCOM to begin to realize a return on its investment in RAADAR; continue to lead the region in providing next-generation technology to enhance and promote regional collaborationr; and assure that NORCOM agencies are not subsidiizing RAADAR implementation for other agencies.   NORCOM has met with the State 911 office to develop an implementation timetable that will assure NORCOM staff first completes all primary obligations to NORCOM agencies. NORCOM staff will continue to work to assure that costs for ongoing service, support and operation after the 4 year pilot is complete will be paid by each participating agency respectively.

The award of this grant is key to follow-on grant funding for RAADAR, Automatic Aid, and Disaster Recovery. Our congressional delegations, the Department of Homeland Security, and the Department of Defense are working actively with the State 911 office and NORCOM to expand RAADAR throughout the nation with follow on grant or development money.   Such funding would include staffing and/or contract support dollars to expand RAADAR. NORCOM would likely receive some form of license or royalty fee should this expansion occur.

NORCOM Staff Recommendation:

NORCOM staff recommends acceptance of the grant in line with next generation services, and borderless support of public safety across jurisdictions and the state. We feel the grant is an opportunity to expand NORCOM capabilities, and enhance RAADAR participation with future possibilities for revenue upon grant completion.

Staff Comments:

NORCOM management is carefully planning RAADAR expansion to assure the the two-year JIPTL remains on track and that grant-related efforts do not impact current services and projects for NORCOM agencies. NORCOM staff recommends approval.

Options

The NORCOM Governing Board has the option to accept or deny the grant with various outcomes.

Risks

Risk and reward exist by accepting or denying the grant including participation at a Federal and State level with NG911, forming a standard for interoperability without borders. The grant acceptance also gains more RAADAR visibility, ongoing governance decisions, revenue and sales opportunities as industry testing in "real-time" promotes the product. Risks include the growing responsibilities and governance resulting in time to manage consortium or user groups, which also have pro and con variations.

Finance Committee Review: Yes

We hope to have the finance committee review of the grant award and requirements prior to the September Governing board meeting, which JR will speak to.

Legal Review: No

Due to the type of award, legal review is not required.

Joint Operations Board Review: No

Due to the timing of the Governing board, joint operations was not briefed on this topic.

Fiscal Impact

Budgeted Y/N: No
Fiscal Year: 2019-2022
Account (s):   Grant
Fiscal Note:
Fiscal Impact:

Estimated costs:
Total Project Cost: $349,333
Federal: $209,599
Non-Federal: (NORCOM In-Kind) $139,734

Attachments

Resolution 175 - Accepting USDOT/NHTSA/NTIA Grant for RAADAR Expansion

USDOT-NHTSA-NTIA Grant Award to Washington

NORCOM RAADAR Grant Application

RAADAR Grant Application - Outcome if not funded

Notice of Funding Opportunity

USDOT and NTIA Grant Information

USDOT and NTIA Grant Application Guideliness

USDOT Final Rulemaking on NG 911 Grant

MEMORANDUM

To: Governing Board

From:

Date: 09/11/2019

Subject: Reclassification of Service Desk Technician Position to Business Application Analyst

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Executive Summary:

The Governing Board approved a new customer service support desk position at the August board meeting. Since that time, NORCOM has reorganized the IT division to follow ITIL best practices. As part of the ITIL reorganization, NORCOM has been shifting work responsibilities to align with customer support areas of expertise. During this review, it was clear that there is a core area of support required for data analytics, business analysis, and expertise in data queries, structure, and analysis. Much of the work in this area has been performed by Nathan Way which detracts from his core position responsibilities for system architecture, design, and security. Simultaneously, NORCOM has received several complex data support requests from NORCOM agencies. Those agencies have encouraged NORCOM to develop greater expertise in this area and independently suggested a position specializing in application, data and business analytics. NORCOM proposes to reclassify the newly adopted Service Desk Technician position to an Application Business Analyst position for the purpose of improved analytical and application specific support to NORCOM and agencies. This can be done with minimal impact to the budget as it requires a 51% increase in compensation to attract a qualified candidate and represents a 0.23% impact to NORCOM total budget. There is existing funding to cover this change.

Background:

NORCOM maintains and/or routinely accesses a number of complex applications and systems for Computer Aided Dispatch, 911 telephone call processing, financial systems, phone logs, mapping, GIS, imagery, police records, fire records, and many more. NORCOM is a metrics-based organization and is critical to the twenty agencies that NORCOM serve. This means that NORCOM and its agencies routinely need to query complex databases using a variety of tools including SQL queries, Crystal Reports, Power BI, Tableau and similar reporting and analytical tools. This requires specialized expertise in business analytics in order to assure queries, data, accuracy and consistency are correctly constructed to produce meaningful and accurate metrics that will form the foundation for business decisions and management. NORCOM only has limited resources qualified to access and perform these tasks. These tasks are not part of their core job requirements and detract from their ability to perform under the primary responsibilities and job requirements.

Past Board or Other Related Actions:

The Board approved a new Service Desk Technician position for the 2020 budget.

Policy and Strategic Implications:

The request is an organizational change that will better serve all aspects of NORCOM support and services by standardizing business and applications support and services. Strategically, this leverages NORCOM and its agencies to ensure quick, accurate, and customizable applications support, analytical reporting and improve business process resulting in organized support of organizational needs.

NORCOM Staff Recommendation:

NORCOM Staff recommends reclassifying the Service Desk Technician to a Business Applications Analyst.

Staff Comments:

NORCOM staff recommends approval of this position in order to fully meet the service expectations of NORCOM and all agencies served.

Options

The Board has the option to disapprove this reclassification and continue supporting analytics with existing staff.

Risks

NORCOM has increasing internal and external requirements for data and business analytics. If NORCOM does not address this key requirement both NORCOM and its agencies will be hampered in making quality business decisions based on solid, accurate and robust metrics derived from NORCOM's many applications and systems.

Finance Committee Review:

This will be reviewed by the Finance Committee on 09/11/2019

Legal Review: Yes

NORCOM's legal counsel that the change is within the authority of the Executive Director.

Joint Operations Board Review:

Change is proposed prior to next Joint Operations meeting.

Fiscal Impact

Budgeted Y/N: Yes
Fiscal Year: 2019
Account (s):
Fiscal Note:
Fiscal Impact:

Due to current operations and staff vacancies this proposed position reclassification is funded in 2019 with a 0.23% increase to total 2020 budget.

Attachments

Business Application Analyst
Current Service Desk Analyst