



AGENDA
NORCOM Governing Board
Kirkland PD Totem Lake Room - December 13, 2019, 9:00 am

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. NORCOM Recognition
5. Consent Agenda
 - A. Governing Board Minutes for November 8, 2019 Regular Meeting
 - B. November 2019 Accounts Payable Report
 - C. November 2019 Financial Summary
6. For Board Decision
 - A. Resolution 177: Adoption of 2020 Budget
7. For Briefing to Board
8. Staff Updates
 - A. Report on NORCOM Culture
 - B. Followup Briefing and Study Session on ZEN Task Force Work on service to all of Zone 3.
 - C. Update on Finance Task Force - Regional Advisory Governing Board
 - D. Update on Chief Technology Officer Transition Plan
 - E. Update on current status of DC initiatives.

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: 12/04/2019
 Subject: Governing Board Minutes for November 8, 2019 Regular Meeting

Executive Summary:

NA

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

Board Meeting Minutes for 11-08-2019



MEMORANDUM

To: Governing Board
 From:
 Date: 12/04/2019
 Subject: November 2019 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 Committee has reviewed all charges.

Background:

The Finance Committee has reviewed the charges and NORCOM staff has responded to questions.

Past Board or Other Related Actions:

The Board routinely approves these reports on a monthly basis.

Policy and Strategic Implications:

There are no policy or strategic implications related to approval of this report.

NORCOM Staff Recommendation:

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

Staff Comments:

Staff has no additional comments.

Options

The Board may choose to either approve or not approve the report.

Risks

There are no risks associated with this report. All payments have already been made.

Finance Committee Review: Yes

The Finance Committee will review this report on their December 11 meeting.

Legal Review: No

Joint Operations Board Review: No

Fiscal Impact

Budgeted Y/N: Y
Fiscal Year: 2020

Account (s):

Fiscal Note:

Fiscal Impact:

These charges are within NORCOM's budget and have been approved by the Executive Director.

Attachments

November 2019 Accounts Payable Report



MEMORANDUM

To: Governing Board
 From:
 Date: 12/04/2019
 Subject: November 2019 Financial Summary

Executive Summary:

The Board routinely approves this report through consent and is being asked to do so again. This report is routine in nature and has been reviewed by the Finance Committee.

Background:

Briefing to the Board is routine in nature and this document is submitted to the Finance Committee and Governing Board on a monthly basis.

Past Board or Other Related Actions:

This report is provided to the Board on a monthly basis and the Board routinely approves the report.

Policy and Strategic Implications:

This report has no implications to policy or strategy.

NORCOM Staff Recommendation:

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

Staff Comments:

Staff has no additional comments.

Options

The Board may choose to approve or not approve this report.

Risks

There are no risks associated with this report.

Finance Committee Review: Yes

The Finance Committee will review this report at their December 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 funds are within budget.

Attachments

November 2019 Financial Summary



MEMORANDUM

To: Governing Board
From:
Date: 12/04/2019
Subject: Resolution 177: Adoption of 2020 Budget

Executive Summary:

The Board is being asked to adopt the NORCOM 2020 budget. This budget uses different strategies from prior years, including budgeting a beginning fund balance to offset increases to user fees. There are several key features of this budget that include:

- User Fees will increase 1.9%
- Total personnel costs increase \$544,455 or 5.2%
- Part of the personnel increase includes the addition of 4 administrative FTEs
- A vacancy contingency of 3.5 FTEs has been built in to the budget to account for turnover within the Telecommunicator group.
- \$500k of beginning fund balance will be utilized to offset user fees. Any remaining fund balance, currently estimated at \$281k will be transferred to the Rate Stabilization Fund. If at year's end, the Operating Fund balance is less than \$500k, the Rate Stabilization Fund will be used to fully cover the amount.
- \$300k of E-911 Escrow Fund balance will be used to offset the decrease in 911 tax revenue received from the King County E-911 Office.

Background:

NORCOM staff and the Finance Committee have worked throughout the year to create this budget, which puts forth the financial framework for continued success in 2020. The Governing Board has provided input and direction for consideration to the Finance Committee and NORCOM management. On August 9, the Governing Board approved this budget for submission to its agencies.

Past Board or Other Related Actions:

The budget process began in February with the creation of the Budget Policy. Work at the detail level of the budget began with NORCOM management and the Finance Committee in March. Joint Operations presented the Budget Policy to the Principals Assembly on April 12, which was forwarded to the Governing Board, who approved the Policy on May 10. In July, the Finance Committee reviewed several proposals and the effects to user fees. Joint Operations reviewed, discussed and approved the budget proposal with some modifications to be sent to the Governing Board for approval. Per Section 12(c) of the Interlocal Agreement, the Board shall approve the budget by August 30 and all agencies shall be notified of their agency fees by September 5. The Governing Board officially approved the budget at the August 9 meeting. Throughout the process the Board was updated and allowed to provide comment with communication on June 20 and on

the July 12 meeting. The Board provided feedback which was incorporated into the options considered by the Committee for final approval of Joint Operations and the Governing Board.

Policy and Strategic Implications:

Adoption of the budget has significant impact to policy and strategy moving forward. This budget utilizes beginning fund balance of the Operating Fund to offset increases to user fees. This strategy has not been used by NORCOM previously. This budget also takes into account the reduction of funding from the King County E-911 office. 911 tax revenue will decrease significantly over the next few years. This budget utilizes \$300k of the \$500k fund balance in the E-911 Escrow Fund for transfer to the Operating Fund to reduce impacts to user fees. NORCOM uses these funds to reimburse itself for personnel costs of call receivers.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval to adopt the 2020 budget.

Staff Comments:

NORCOM Staff and the Finance Committee will be happy to take any questions pertaining to this budget. NORCOM would like to thank the Committee, Joint Operations and the Governing Board for their efforts in producing this budget.

Please note that Resolution 177 references Exhibit A which will be sent to the Board through email communication.

Options

The Board has two options - to either approve or not approve to adopt Resolution 177.

Risks

Adopting of the budget is required per ILA. Failure to adopt at the December 13 meeting forces NORCOM to begin operations in 2020 without a financial framework.

Finance Committee Review: No

The Finance Committee has been an integral part of developing this budget. Work began in February 2019 with the budget policy review. Each monthly meeting since that point has been used to review and continue to develop this budget. The Committee will make their final review at their December 11, 2019 meeting.

Legal Review: No

Joint Operations Board Review: Yes

The adopted budget presented today is a continuation of the proposed budget reviewed and approved by Joint Operations Board on July 25, 2019.

Fiscal Impact

Budgeted Y/N: N

Fiscal Year: 2020

Account (s):

Fiscal Note:

Fiscal Impact:

The budget establishes \$18,402,238 of financial resources for NORCOM operations, capital projects, and equipment replacement. \$14,048,127 is used for operations of NORCOM. The budget contains the following major fiscal impacts:

- Reduction of \$300k from 911 taxes
- 6.4% increase in all operating expenses
 - COLA/Contractual increase of \$201,046 or 1.83%
 - IT Maintenance increase of \$161,010 or 1.46%
 - Addition of 4 FTEs increase of \$386,444 or 3.52%
 - Insurance decrease of \$22,500 or 0.20%
 - Attrition savings of \$181,180 or 1.65%
 - Vacancy Contingency of \$350,000 or 3.20%
- Utilizes \$500k of operating beginning fund balance
- The ability to transfer excess fund balance to rate stabilization or use rate stabilization to fill the \$500k fund balance

Attachments

NORCOM 2020 Budget



MEMORANDUM

To: Governing Board
From:
Date: 12/04/2019
Subject: Report on NORCOM Culture

Executive Summary:

At the October Governing Board meeting, NORCOM staff briefed the Board on NORCOM's operational and financial performance. Several Board members expressed strong interest in learning more about the current culture at NORCOM. The following individuals will provide information, data, and perspective on NORCOM's Culture:

- Roky Louie, NORCOM Deputy Director for Operations
- Judy Cayton, NORCOM Team Services Manager
- Jami Hoppen, NORCOM CLO and recruiting
- Nick Curry, President, NORCOM Associated Guild
- Dan Finnis, President, PSEU Supervisor Labor Group

NORCOM enjoys a positive internal culture as reflected in its positive and collaborative relationship with both of its labor unions. NORCOM was able to negotiate a labor contract in 2019 that moved labor from a vacation and sick accrual system to a paid time off (PTO) system - a rarity in emergency communications. NORCOM has only received one grievance in the last few years, compared with 29 in a year and 3 in a week by agencies of a similar size. Sixty-nine percent of our new hires stated they selected NORCOM over surrounding agencies because of NORCOM's reputation for a positive culture. New hires have described NORCOM's culture as a *"night and day difference when compared with other agencies."* NORCOM has been singularly focused on developing a positive culture since 2012 and has specific policies, processes, and teams focused on ensuring a positive culture. These exist in our hiring process, in how we mentor our new hires, our regular employee surveys, and many ongoing efforts to foster and promote a positive culture.

Background:

NORCOM undertook its first Employee Survey in April, 2012. NORCOM retained Agreement Dynamics to administer the survey anonymously and provide a report on the results. As a result of the Employee Survey, NORCOM staff prepared and presented an action plan to the NORCOM Governing Board in June 2012. The Governing Board made development of an employee-based Cultural Values program a top priority. NORCOM formed a special Cross-Team consisting of diverse NORCOM staff representing each business unit and rank within NORCOM for the purpose of establishing a set of core, cultural values. NORCOM subsequently presented them to all NORCOM employees for a vote. The cultural values were and are intended to guide workplace behavior and relationships by and between all employees of NORCOM to create a healthy and cooperative work environment. The values augment those mission-related values established

upon NORCOM's inception in July 2009 (and the Mission, Vision, and Policy Level Strategic Objectives approved by the Board in February, 2019). In October, 2012, NORCOM staff briefed the Joint Operations and Governing Boards on the collaborative manner by which the new cultural values were formed and decided. The Board concurred the process and values demonstrated NORCOM's strong desire and commitment to adopt a set of values that will guide interpersonal relationships. The five culture values are reflected in the acronym "C.A.R.E.S." which represents Cooperative, Accountable, Respectful, Excellent, and, Supportive. NORCOM designed a logo, representing the acronym CARES, and it has been consistently used since 2012. On January 13, 2013, the Board formally adopted the C.A.R.E.S. program and proclaimed the week of January 14-18, 2013 as C.A.R.E.S. week. Simultaneously, the NORCOM Director released his expectations for NORCOM leadership and management. See attached documents.

Since that time, NORCOM conducted followup surveys in 2013 and 2017 to measure improvement and identify areas for emphasis. The 2013 survey followed the 2012 adoption of the program. The 2017 survey followed progress since 2013. Another survey is planned in 2020. The response rates for each survey were over 80% and showed continued improvement with satisfaction ratings in the 80th percentile. The next survey is scheduled for 2020. See attached documents.

Beginning in November 2017 through all of 2018, NORCOM began work with Steve Kent of The Results Group on strategic planning focused on maintaining a positive culture. Steve Kent and NORCOM leadership met with small employee groups throughout that year until every single NORCOM employee had participated in the full-day sessions. These meetings served as the basis for a grassroots strategic plan and informed NORCOM what it should continue doing on culture and what NORCOM could improve by way of culture. This resulted in a new Mission, Vision, and Strategic Policy Objectives approved by the Board in February 2019. Since that time, NORCOM leadership has been working on Core Performance Objectives that *inter alia* focus on intentional culture initiatives and performance. Those commitments require regular employee surveys the first of which will be in 2020.

Culture is emphasized and integrated at every level at NORCOM. It begins during the hiring and application process when prospective applicants are backgrounded for *inter alia* cultural fit, are required to review the C.A.R.E.S. values and leadership expectations; and are interviewed personally by the Director and Deputy Director as the final step in hiring. During the final interview, the Director, Deputy Director, and Team Services Manager speak to NORCOM's C.A.R.E.S. values, pose hypothetical cultural questions, and ask each prospective hire to commit to modeling and embracing NORCOM's cultural values.

Past Board or Other Related Actions:

In early Spring 2012, NORCOM contracted with Agreement Dynamics for the purpose of conducting an employee survey. Mike Mandella was associated with Agreement Dynamics as a variable, part-time senior associate and assisted with the development of the survey and served as the primary provider of feedback to NORCOM staff relative to the issues brought to bear in the survey. Working with the prior Executive Director (Interim – Pam Bissonnette), an action plan to address the most important aspects of the survey was drafted and implemented in October, 2012.

In an effort to minimize costs and to eliminate the need for contract extensions, Mike Mandella was brought on as a NORCOM employee on October 1st and his responsibilities were expanded on October 22nd, at which time he assumed the position of Deputy Director (Interim). Director Orr made Mike's Deputy Director position a permanent position in January, 2013.

NORCOM had been in existence only three years as of July 2012, the time of the employee survey. During that time a new public safety communication agency was born from former organizations, and expanded. NORCOM experienced changes in governance, changes in technology, changes in operations, and changes in people. NORCOM embarked on a very ambitious Integrated Public

Safety Communications Program that is leading edge. In all this development and transformation, instability and friction could and did result.

The employee survey was conducted at a time when the fruits of all this change and transformation could be seen. While there was both positive and negative feedback in the survey results, it was obvious that the majority of employees care about NORCOM and want NORCOM to be better. A healthy organization can, and should, take a critical look at itself, and take actions to improve, with the intent to learn from the past, and then move into a better future. This process is ongoing and requires us all to take positive actions to remain committed to a positive culture. Given the overwhelming response to the survey and the level of effort that went in to the responses indicated that employees are motivated to do what it takes to assure NORCOM's success.

Employee Cross Teams

An Action Plan was developed that identified the top priorities for corrective action based on the data from the survey with organization-wide input. The preferred response actions drove the formulation of "Cross Teams". For the purpose of the response actions, a cross-team is defined as having team members representing the management and supervisor groups, the technology and administrative staff, as well as the telecommunicators. Given that the feedback in the survey indicated an overall dissatisfaction in the lack of employee involvement, and, given the survey also indicated strong employee desire to help take NORCOM to the next level of greatness, the action plan presupposed the use of several cross-teams.

As the purpose, scope and goals of each cross-team was defined, volunteers from all the groups were solicited. Employees were able to volunteer based on the description of the team and purpose, or nominate a peer. Through the use of cross-teams, the involvement of staff at all levels, and the strength of NORCOM's dedicated employees, it is anticipated that future surveys will show improvement in those areas.

During 2012, three cross-teams were formed, each consisting of staff from varying rank and work units who would serve to collaborate on solutions to specific findings of the survey and to act as the representative for their respective workgroups. The first such cross-team and, perhaps the most critical team to form, was the Cultural Values cross-team. We deemed this team as crucial to the success of any cross-team that would follow, as this was the team dedicated to the development of cultural values that would prescribe work behaviors and attitudes that would provide the most beneficial work environment moving forward. A cross-team for Operations and Training, and for Communications were also formed soon after.

The Cultural Values Cross-Team, in the course of six (6) team meetings, developed a means to involve all NORCOM staff in the development of a Cultural Values statement, a representative logo to be used on select NORCOM items (such as coffee mugs, lunch bags, etc), a video to visually depict the meaning of the values as well as the means to gain individual accountability for living these values in the workplace.

The abbreviated cultural values statement is:

C.A.R.E.S. - I commit to working

- **Cooperatively** toward a common goal;
- to being held **Accountable** for my words and actions;
- to showing **Respect** to all people I come in contact with;
- to strive for **Excellence** in my work, word and deeds and
- to being **Supportive** of those I work with and for.

The Operations and Training Cross-team formed for the purpose of assessing related survey feedback and provide specific recommendations, if appropriate, to address: Alignment of the Training Position and Function Under the OPS Manager; Rotation of Supervisors Between six (6) Key Functions; Training Academy Curriculum Changes; Continuing Education; DATA Training; and CTO Assignments with Trainees. This effort resulted in organizational structure and reporting relationship changes that better align to the NORCOM mission.

The Communications Cross-Team formed to assess internal communication venues for the purpose of seeking to streamline and improve communication between staff and between work units. This highly successful team addressed: SOP Process; WIKI and a NORCOM Discussion Board/FORUM; an Electronic Clipboard; Shift Briefings; Position Briefing Checklists; Newsletter; and OUTLOOK E-Mail.

In addition, NORCOM established a Labor Management Committee (LMC) that met on a regular basis (once each month). Another small team established was the Promotional SOP team, created to examine the promotional selection policy and procedures currently in place, and for which there appeared to be a degree of concern. The result of this team is a more transparent and equitable policy and procedure.

The continued development in trust and confidence between Labor and Management was NORCOM's most significant accomplishment in 2013. Building on the common core values reflected in NORCOM's C.A.R.E.S pledge, everyone at NORCOM worked hard to live those values. This resulted in dramatic improvements as measured by an independent follow-up survey of all NORCOM employees. 81% of all staff participated in the follow-up to the survey administered in 2012.

The original survey of 2012 resulted in an Action Plan to address some of the more significant concerns raised at that time. We structured the follow-up survey in 2013 to measure the effectiveness of changes we made to address those concerns. It was gratifying to see that the survey responses indicate that significant progress and improvements have been made at NORCOM since the 2012 survey. Key questions regarding work environment, communication and decision-making asked if improvements had occurred in the past year. The results showed a strong improvement in each of those areas. In addition, when compared to any 2012 average ratings for the same survey statements, virtually all averages increased, some markedly.

A lot of the improvement is due to our continued commitment to the NORCOM C.A.R.E.S. cultural values program – a program designed by NORCOM's own employees. The survey confirmed that an overwhelming majority of employees have taken C.A.R.E.S seriously and are committed over the long term. Of course, we are not perfect and more work remains. As one of the employee comments in the survey observed: "I think it takes time for a culture to shift. We aren't there yet, but we are surely better today than we were yesterday." IN 2014, all at NORCOM pledged to live our commitment and to foster our values through positive reinforcement for those modeling the values and holding ourselves accountable when we do not follow the C.A.R.E.S..

An entirely new policy on Workplace Bullying is just one great example of our continued efforts to address culture. The policy had its roots in the 2012 survey responses and was jointly developed by the Labor Management Committee. Although workplace bullying can be found in any private or public industry, all of us at NORCOM wanted to make it clear that this kind of behavior is simply not acceptable at NORCOM. It is contrary to C.A.R.E.S and other important policies already in place at NORCOM. Based on comments in the first employee survey and elsewhere, it was clear that we could do more to stop bullying. This SOP not only helps better define bullying but also further details the accountability step that had previously been lacking. NORCOM is proud to be on the

leading edge of addressing this issue not only among the 6,600 911 centers throughout the nation, but also amongst public and private sector organizations.

Policy and Strategic Implications:

In order to attract and retain the critical talent for NORCOM to continue to perform as the highest-rated Emergency Communications Center in Washington State, NORCOM must continuously monitor and proactively work on assuring a positive culture.

NORCOM Staff Recommendation:

TBD

Staff Comments:

NORCOM enjoys a positive internal culture. This culture is demonstrated by the fact that NORCOM Management enjoys a positive and collaborative relationship with both of its labor unions. NORCOM was able to negotiate a labor contract in 2019 that moved labor from a vacation and sick accrual system to a paid time off (PTO) system - a rarity in emergency communications. NORCOM has only received one grievance in the last few years, compared with 29 in a year and 3 in a week by agencies of a similar size. Sixty-nine percent of our new hires stated they selected NORCOM over surrounding agencies because of NORCOM's positive culture, which was described as a "night and day difference when compared with other agencies." Many mechanisms exist at NORCOM to help ensure positive culture. These exist in our hiring process, in how we mentor our new hires, and in how we gatekeep the existing culture.

Options

Culture is and always will remain a priority. There is no option with respect to focus on culture.

Risks

There are significant financial, performance, and personal impacts that result from a negative culture.

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

- Board Resolution Adopting CARES Values
- CARES Presentation to NORCOM Governing Board
- NORCOM CARES Pledge
- 2017 Employee Survey Results

2013 Final Survey Results
NORCOM Director Leadership Expectations



MEMORANDUM

To: Governing Board

From:

Date: 11/04/2019

Subject: Followup Briefing and Study Session on ZEN Task Force Work on service to all of Zone 3.

Executive Summary:

This is an update to the ZEN Task Force briefing provided to the Board in November, 2019. At the November meeting, the Board requested analysis for service to all of Zone 3 Fire.

The bottom line:

- We can support all of Zone 3 at our current facility
- Current NORCOM Fire agencies would see a 28.95% reduction in their current NORCOM charges.
- Current NORCOM police agencies would see an average of a 6.29% reduction in their current NORCOM charges
- Cost estimates include the following:
 - NORCOM would need to hire 27 additional Telecommunicator FTEs to cover the increased call volume, with 18 of those FTEs covering the two 24/7 dispatch positions that would be needed.
 - 2 Ops Supervisors
 - Additional Service Desk position for IT. This also puts at our maximum capacity in terms of work stations, filling all 16 available on the communications floor during peak staffing.
- At max staffing (peak times) all 16 consoles on the main floor are needed.
- This leaves 7 training consoles that can be upgraded with radios.

The following caveats apply:

- Assumes additional radio consoles with PSERN upgrade are installed. NORCOM anticipated the need for more radio consoles and PSERN will be providing NORCOM approximately 11 more radio consoles.
- King County International Airport AARF data could not be located and we could not make any reasonable comparisons to area departments
- Kangley-Palmer Fire data could not be located. Their numbers were estimated based on Fall City. Fall City has a similar makeup and population. Fall City numbers were used with an adjustment for a higher population

In April-May 2019, Renton Regional Fire Authority and Puget Sound Regional Fire Authority requested quotes from NORCOM for emergency communications service. Following an initial briefing on the request to the NORCOM Governing Board, NORCOM staff established a task force to obtain information and conduct analysis necessary to determine feasibility, impact, and cost. The Task Force is known as the ZEN Task Force. The Zen Task Force has worked diligently to

analyze NORCOM internal data as well as data from the two fire authorities. The analysis is largely complete and ready for further discussion at the Board level. The task force will update the Board on its research, methodology, and preliminary conclusions. The Task Force seeks Board feedback and further direction on all aspects of its work.

Background:

Valley Communications currently provides emergency communications services to the Puget Sound Regional Fire Authority and Renton Regional Fire Authority. Both agencies have expressed interest in NORCOM providing those services.

Past Board or Other Related Actions:

The Board approved NORCOM staff to analyze and report back on feasibility. NORCOM provided an initial report at the November, 2019 Governing Board meeting. This second reports the analysis on providing service to all of Zone 3 Fire.

Policy and Strategic Implications:

NORCOM faces declining outside revenue. The addition of new agencies would lower current agency costs, improve public safety service across a wider region, and mitigate future outside revenue reductions. Adding additional agencies could negatively impact performance. NORCOM's ZEN task force has worked to analyze both positive and negative policy and strategic implications.

NORCOM Staff Recommendation:

NORCOM staff believes it is important to brief the Board on the results of it analysis and seek further direction.

Staff Comments:

NA

Options

This is a study session and no decision from the Board is required. Staff seeks Board direction on additional questions or research that may be required. The Board has the option not to take the briefing or provide feedback.

Risks

NORCOM will need to identify alternate revenue sources to offset future reductions in current outside revenue. If NORCOM does not identify other revenue sources, NORCOM's current agencies may see increases in their agency assessments.

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:

N



MEMORANDUM

To: Governing Board
From:
Date: 12/04/2018
Subject: Update on Finance Task Force - Regional Advisory Governing Board

Executive Summary:

NORCOM's Treasurer Michael Olson is NORCOM's representative to the Finance Task Force which the King County 911 officer formed to begin discussions about changes to distributions of 911 surcharge taxes collected by that office. Janet Bartlett, NORCOM's financial consultant, supports Treasurer Olson. Michael and Janet will provide an update on the first meeting of the Finance Task Force.

Background:

TBD

Past Board or Other Related Actions:

TBD

Policy and Strategic Implications:

TBD

NORCOM Staff Recommendation:

TBD

Staff Comments:

TBD

Options

TBD

Risks

TBD

Finance Committee Review: Yes

NORCOM's Treasurer Michael Olson is NORCOM's representative to the Financial Task Force which the King County 911 officer formed to begin discussions about changes to distributions of 911 surcharge taxes collected by that office. Janet Bartlett, NORCOM's financial consultant, supports Treasurer Olson.

Legal Review: No

NA

Joint Operations Board Review: No

NA

Fiscal Impact

Budgeted Y/N: Y

Fiscal Year: 2022

Account (s):

Fiscal Note:

Fiscal Impact:

The decisions of the Finance Task Force could further reduce or eliminate the 911 taxes that NORCOM receives annually. 911 taxes represent approximately 13% of NORCOM's annual budget.



MEMORANDUM

To: Governing Board
 From:
 Date: 12/09/2019
 Subject: Update on Chief Technology Officer Transition Plan

Executive Summary:

A briefing on the transition plan for the Chief Technology Officer position.

Background:

Ron Tiedeman has accepted a technology position with the Tacoma Public School district and his last day in the office was December 6, 2019.

Past Board or Other Related Actions:

NA

Policy and Strategic Implications:

NA

NORCOM Staff Recommendation:

NORCOM is currently recruiting for the position and has received a number of qualified applicants.

Staff Comments:

NORCOM will provide an update on interim management of IT during the recruiting process.

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



MEMORANDUM

To: Governing Board
 From:
 Date:
 Subject: Update on current status of DC initiatives.

Executive Summary:

TBD

Background:

TBD

Past Board or Other Related Actions:

TBD

Policy and Strategic Implications:

TBD

NORCOM Staff Recommendation:

TBD

Staff Comments:

TBD

Options

TBD

Risks

TBD

Finance Committee Review: No
NA

Legal Review: No
NA

Joint Operations Board Review: No
NA

Fiscal Impact

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

Fiscal Note:
Fiscal Impact:
TBD
