

2019 ANNUAL REPORT



NORCOM 911

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2019 BY THE NUMBERS

304,782	Total # of calls answered
281,300	Total unique fire address points
109,876	Calls with a police unit dispatched
96,875	Total unique police address points
68,183	Calls with fire / EMS dispatched
39,150	Total fire road segments
12,950	Total police road segments
4,120	Total fire road miles
1,126	Public disclosure requests
1,100	Total police road miles
835	Average daily calls received
660	Total Service Area in square miles
657	Total fire square miles covered
64	Total police square miles covered
25	Cardiac arrest saves
2	Babies born with dispatch assistance



MESSAGE FROM EXECUTIVE DIRECTOR

Dear Colleagues, Partners, and Community Members,

The mission of NORCOM is to be a caring and trusted servant to those that need help and those who provide help. NORCOM staff proudly provides life-saving support and comprehensive public safety technology applications to our customers. We are committed to excellence in service, and our goal is to provide high quality and compassionate emergency and non-emergency services to our citizens and first responders. The various teams which comprise NORCOM, work collaboratively to ensure highly effective functionality, and excellent service delivery.

We are committed to working collaboratively with our local, regional, and statewide partners. Through these commitments and partnerships, we can achieve the most favorable outcomes for those we are privileged to serve.

As NORCOM's Executive Director, I am proud of all the individuals who serve and ultimately define NORCOM. It is truly our honor to serve our courageous first responders and our collective communities.

William Hamilton
Executive Director



MESSAGE FROM GOVERNING BOARD CHAIR 2019-2020

As Chair of the Governing Board of NORCOM, I have felt honored to serve this leading role through another significant year. I was presented with a smooth hand-off from former Chair Greg Ahearn, who equipped me to be effective in the seat. I also recognize Vice-Chair Dan Yourkoski, who has been instrumental, among various demands, in helping me evaluate complex matters and advance the Board's interests. Finally, I offer my thanks to the staff who daily deliver on NORCOM's commitment to excellent service. The work of the employees is the reason we are so confident in NORCOM as a premier dispatch agency.

Reflecting back on the year, NORCOM moved forward again with new advancements.

As a continuation of strategic planning that was launched in the prior year, all employees have completed leadership training through the contracted services of the Results Group. NORCOM's commitment to equipping all employees remains strong. We aim to ensure that staff has the proper resources to be effective in this vital public service.

NORCOM achieved a milestone in 2019 by filling its telecommunicator positions. Significant time had passed since full staffing was in place, and the burden of those vacancies weighed on the existing staff. Thanks to productive processes, NORCOM teams are also working under newly executed bargaining agreements. We were happy to see relief and stability arrive, and we appreciate the quality work of those who put in extra time and energy during the interim.



Nathan D. McCommon

Deputy City Manager
Bellevue, Washington

In the past year, NORCOM leadership devoted extra attention to external partnerships, and the work continues. We recognize that the agency's top priority is ensuring reliable, accurate, and timely emergency dispatch. As part of advancing the success of that priority, staying actively connected with all of our neighboring dispatch agencies so that those in an emergency find help no matter their travel patterns. Everyone's success is our success.

Although our lives and working styles have been redefined under COVID-19, I look forward to a promising new year. When times are toughest, the public depends on us the most. I have full confidence that the NORCOM team is positioned well to meet the challenge. While I already had good reasons, today's crisis conditions make it abundantly clear why I celebrate the quality people and service of NORCOM.

MESSAGE FROM TREASURER

NORCOM continued its track record of strong financial performance with the completion of its tenth year of operations in 2019. NORCOM is committed to providing transparency and accountability in financial management to the Governing Board and public. The 2018 Financial Audit for NORCOM has not been completed due to changes in the State Auditor's Office staff assignments. The State Auditor's Office requested to combine NORCOM's 2018 audit with the 2019 audit, which will both begin at the end of 2020.

The Finance Committee, composed of representatives of member agencies, supports the Treasurer in the oversight of all financial records, reviews the budget preparation and reporting, and provides support and expertise to the NORCOM Finance Manager. The Finance Committee meets monthly to review financial activity and discuss fiscal issues presented to the Governing Board.

At the end of 2019, the Finance Manager moved on to another agency. However, as of this writing, I am pleased to acknowledge that Marianne Ryerson, with experience from the State Auditor's Office and King County, joined NORCOM in April 2020 as the new Finance Manager.

NORCOM has operated with financial excellence due to the hard work and commitment of staff, the Finance Committee, and the Governing Board. I want to thank all those who have worked so diligently to keep NORCOM financially secure.



Michael Olson
NORCOM Treasurer
Finance Director
City of Kirkland



MISSION AND VALUES

The **Core Mission** of the North East Regional Public Safety Communications Agency (NORCOM) is to be a caring and trusted servant to those who need help and those who provide help.

The **Core Values** include:

- Deliver Excellent Service to the Public. Be Outstanding.
- Provide a Good Value: effective service while using resources wisely. Be Efficient.
- Customer Service: Provide the best possible service to the public, to agencies, and other public safety service providers. Be Responsive.
- Participatory Governance: We give all participating agencies and agency members a voice in operating decisions of the agency. Work Together.
- Promote Interagency Collaboration and Interoperability: We will be good neighbors. Be Open.
- Consider the future: We will continuously adapt to the needs of the public and customer needs. Be Innovative.

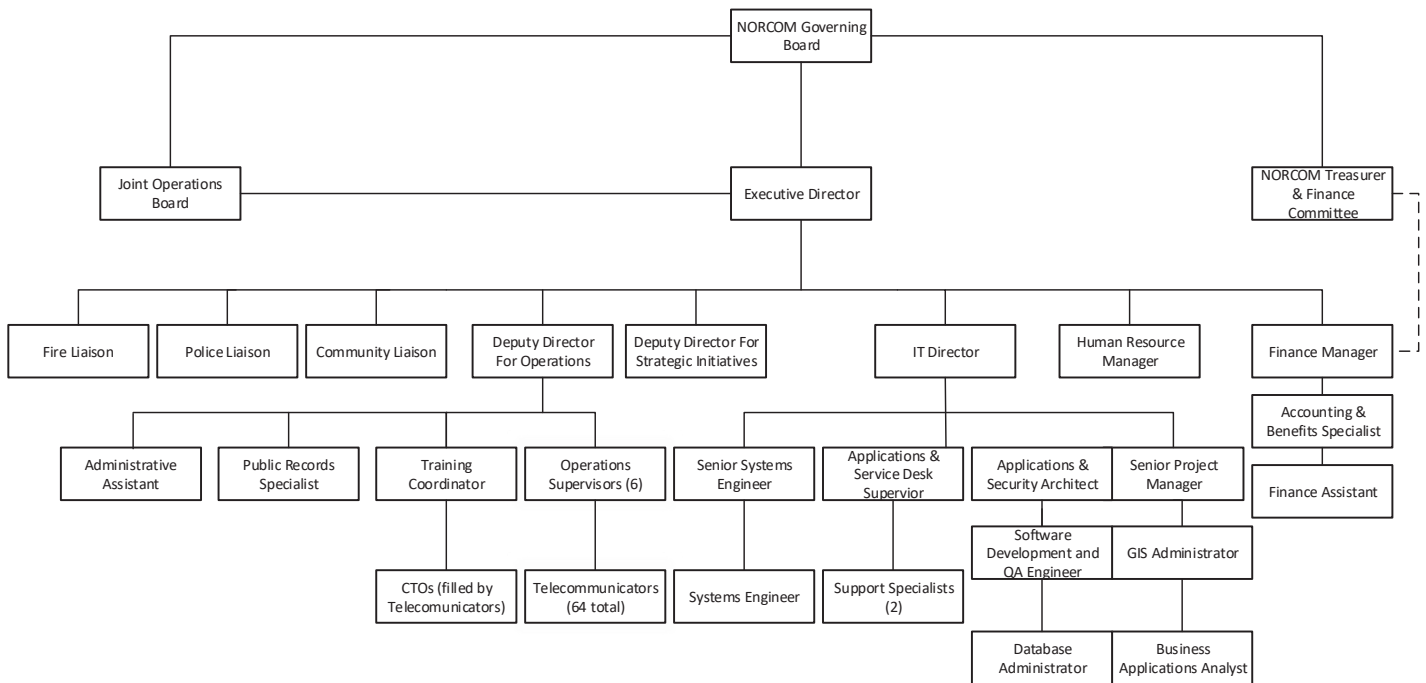


"A customer is the most important visitor on our premises, he is not dependent on us. We are dependent on him. He is not an interruption to our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so."

Gandhi



2019 NORCOM ORGANIZATION CHART



PRINCIPAL REPRESENTATIVES

GOVERNING BOARD

Chair

Nathan McCommon
Deputy City Manager
City of Bellevue

Bruce Kroon
Fire Chief
City of Bothell

Lyman Howard
City Administrator
City of Clyde Hill

Tracey Dunlap
Deputy City Manager
City of Kirkland

Steve Burns
Police Chief
City of Medina

Ed Holmes
Police Chief
City of Mercer Island

Rick Rudometkin
City Administrator
City of Snoqualmie

David Burke
Fire Chief
Duvall Fire District 45

Dan Yourkoski
Police Chief
City of Normandy Park

Jeff Clark
Fire Chief
Eastside Fire & Rescue

Chris Connor
Fire Chief
Fall City Fire District 27

Greg Ahearn
Interim Fire Chief
Northshore Fire Department

Jay Wiseman
Fire Chief
Snoqualmie Pass Fire

Tommy Smith
Fire Chief
Redmond Fire Department

Matt Cowan
Fire Chief
Shoreline Fire Department

James Knisley
Fire Chief
Skykomish Fire District 50

Greg Ahearn
Fire Chief
Woodinville Fire & Rescue

BACKGROUND AND OPERATING VALUES

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

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

NORCOM's Statement of Operating Values and Principles was established by the steering committee at the onset of its formation. The committee also completed work on a Business and Services Plan and Technology Strategy that serve as the foundation for NORCOM's operation. The key elements of this plan:

- Defined services to be provided.
- Recommended a governance model.
- Defined relationship between subscribers and owners of the agency.
- Recommended a fee structure.
- Described the appropriate model for the administration.
- Identified the location of the agency and the principles for a lease agreement.
- Quantified staffing levels and cost estimates for implementation of the agency.
- Identified a technology strategy for completely integrated computer-aided dispatch, records management and mobile technology for NORCOM.
- Identified start-up and transition costs associated with implementation.
- Prepared Inter-local Agreement, By-Laws and Articles of Incorporation.
- Developed an implementation plan and recommended timeframe.



BENEFITS OF REGIONALIZED DISPATCH

Level of Service

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

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

Synergies and Cost Savings

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

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

Increased Degree of Control and Decision-Making

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

Cost Control

The NORCOM partnership model also offers its member jurisdictions greater certainty to determine the nature and costs of future dispatch operations. Absent NORCOM, the agencies that previously contracted with Bellevue and Kirkland for dispatch services would have paid higher contract costs without the ability to control the overall budget.

This full cost recovery contract approach would have significant disadvantages, most notably higher costs without the decision-making control over operations and budget.



GOVERNANCE AND VOTING

Governance

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

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

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

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

Voting

NORCOM's significant financial and operational decisions require a supermajority vote. A supermajority vote requires affirmative votes of: (1) not less than two-thirds of all members of the Governing Board in number; and (2) not less than two-thirds of the weighted vote of all members of the Governing Board. Supermajority vote decisions include approval of the annual budget, user fees, and the addition of a new principal.

For routine operational decisions, the Governing Board operates by consensus, requiring a simple majority vote for approval.

However, if a Governing Board member calls for a two-prong majority vote in advance, the issue at hand will then require a majority vote by number and a majority vote by weight for approval.



ROKY LOUIE, DEPUTY DIRECTOR FOR OPERATIONS

The position of Deputy Director for Operations (DD OPS) is responsible for the management and oversight of all day-to-day operational aspects of NORCOM. This includes operations, training, accreditation, continuity of operations, and quality assurance. This position has a total of nine direct reports.



OPERATIONS

CRITICAL STAFFING MEASURES

In May of 2019 NORCOM hit the lowest staffing level for line Telecommunicators that it has in its entire ten year history, falling to 51 out of 64 authorized Telecommunicators with the authority to overhire to 66. This unprecedented drop in staffing required creativity and ingenuity on the part of management, and clever execution and utilization of a strong and longstanding relationship with labor unions. A series of changes to rules were signed into effect changing the way overtime was assigned. Training was modified to temporarily rely less on academy instruction. Additionally, for some areas in the schedule hit the hardest by staffing, double time pay was offered for those that worked over time and an on call team was put together to help with the load. Additional costs were picked up through salary savings and the result is that NORCOM was able to maintain minimum staffing.

CALL PERFORMANCE

The low staffing had predictable effects on NORCOM's performance metrics. The call receiving call answering standard fell 1.39%, from 97.92% in 2018 to 96.53% in 2019, but still well above the overall standard of answering 90.00% of calls in 10 seconds or less. Likewise our police dispatch times for in progress calls increased by about 27%, up from 58 seconds to 1 minute 14 seconds for Priority 1 and Priority

2 calls and up from 2 minutes 6 seconds to 2 minutes 28 seconds for Priority 3 calls. Similarly, the percentage of fire calls dispatched in 60 seconds or less fell by 2.34%, from 84.67% in 2018 to 82.33% in 2019.

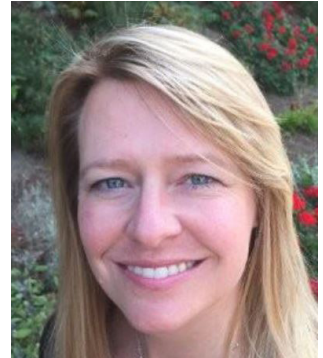
In contrast, the number of agency inquiries (a process by which an agency or citizen can lodge a complaint, or inquiry as to why or how a certain response was managed), continued to drop, which is a positive trend. In 2018 there were a total of 33 inquiries, compared to 29 in 2019. The downward trend of agency and citizen inquiries benefits from the enhanced communication provided by the police and fire liaison positions.

2020 GOALS AND OBJECTIVES

- Establish and maintain a high visibility on staffing needs through best practices utilizing the Erlang-C staffing formula and the APCO Retains Model, using Net Available Work Hours as an input.
- Continue to foster a more cohesive environment and better communication throughout the Operations department.
- Maintain vigilance on the quality of service provided on the phone and over the radio through consistent quality assurance checks and policy implementation as needed using constructive feedback from line personnel.

JUDY CAYTON, HUMAN RESOURCES MANAGER

The position of Human Resources Manager is responsible for recruitment, promotional processes, retention, employee relations, organizational analysis, internal investigations, and maintenance of HR records.



Recruitment

The strong job market and record low unemployment impacted NORCOM's ability to attract and retain employees, particularly line-level Telecommunicates, going into 2019. The following strategies were implemented to increase the applicant pool:

- Eight-week theater ad campaign
- Offering evening and weekend interviews
- Advertising on LinkedIn, Indeed, and Craigslist
- Attending career fairs
 - Renton Tech
 - City Career Fair at Meydenbauer

Additionally, the Recruitment Cross Team continued to support NORCOM's most effective recruiting tool, recruiting at PST sites on testing day.

As a result of these efforts, a total of 22 new Telecommunicators joined NORCOM in the past year. Human Resources also filled two new IT positions and two administrative positions; Public Records Specialist and Administrative Assistant.

Promotions

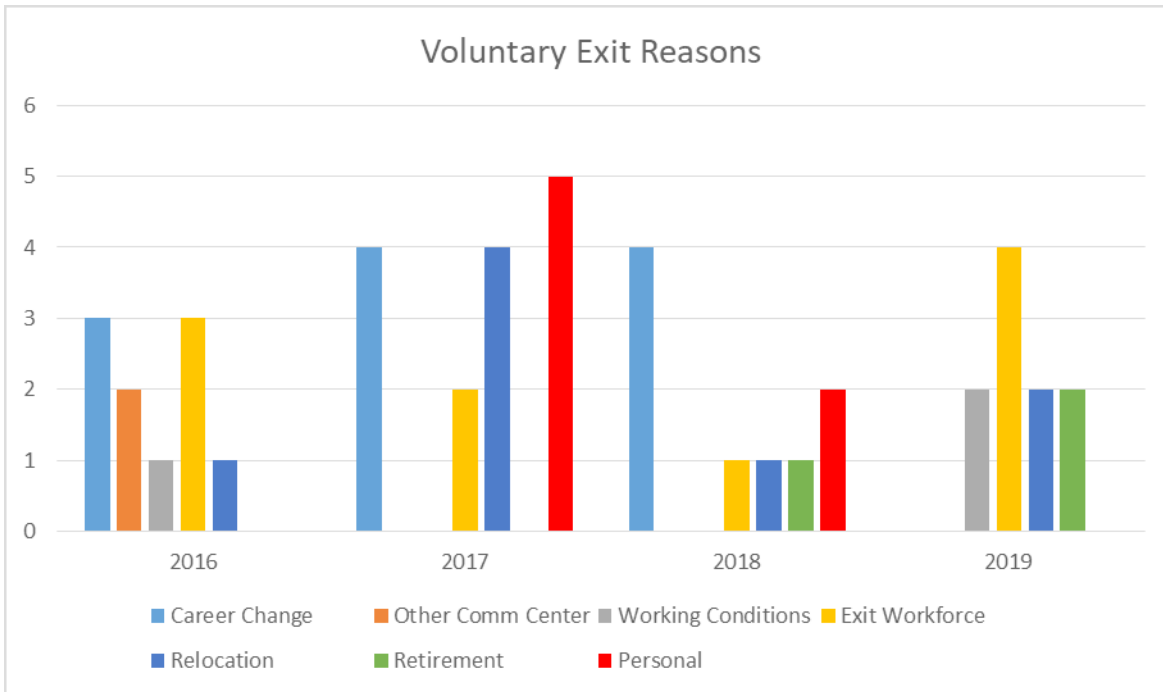
In 2019, HR facilitated three promotional processes; Supervisor, Training Coordinator, and Communications Training Officer (CTO). The Supervisor process resulted in an eligibility list of 4 candidates with the following promotions occurring a CTO became a Training Coordinator, and two employees became CTOs.

Retention

A significant component of maintaining adequate staffing levels is reducing turn over and focusing on retention, which has been a focus of HR this past year. Strategies to reduce turnover included screening for quality candidates and implementing changes based on exit survey feedback when possible. The overall average turnover in the Telecommunicator workgroup was slightly lower, and the number of new hires that failed the probationary period substantially reduced. Turnover will continue to be an area of focus.

Calculating the Average Turnover Rate		2016	2017	2018	2019
A	Total # of employees at the highest staffing level for that year	64	63	58	66
B	# of new hires that failed to complete the probationary period	5	4	9	2
C	# of experienced employees who left for any reason	6	5	3	11
D	Turnover Rate (=B+C/A)	17%	14%	20%	18%

Telecommunicator Workgroup



2020 Goals and Objectives

- Explore and develop initiatives to increase diversity at NORCOM
- Continue efforts to maintain staffing levels at or near 100%
- Develop and implement initiatives to increase retention
- Develop and implement a strategy to increase diversity in the employee population
- Re-energize the Employee Recognition Cross Team and update recognition program to be meaningful to current demographic



MELISSA VIETH, TRAINING COORDINATOR

The Training Department has a total of 8 Communications Training Officers (CTOs), who are primarily responsible for the one-on-one training of new Telecommunicators through Call Receiving, Fire Dispatching and Police Dispatching. In 2019, NORCOM's training cadre, including CTOs, fill-in-trainers and Operations Supervisors trained 32 Telecommunicators in various stages of initial one-on-one training, resulting in over 10,750 hours of training. NORCOM hired 24 Telecommunicators during 2019; twenty new hires, two rehires, and two laterals. Three of those employed in 2019 resigned. Eight of these still in training were 2018 hires, two of those have resigned, and two did not pass the one-on-one training.

The 20 new Telecommunicators hired during 2019 participated in a Call Receiving Academy of about 400 hours, resulting in nearly 8,000 additional hours of training provided by the training cadre. These Telecommunicators are split into two groups; the first participated in the traditional 400 hours in-house training academy, while the second participated in a self-paced academy experience. In both cases, the training academy provided Telecommunicators with the basic skills required to begin one-on-one training, including familiarity with addressing, geographical boundaries, interview techniques, call types, agency capabilities, and technology functionality. In all cases, the Telecommunicators participated in a three-day Criteria Based Dispatch training program, developed by King County EMS agency and delivered by qualified instructors from Shoreline Fire Medic One and NORCOM.

Continuing Education

NORCOM supported several agencies by providing dispatchers and actors for various activities such as active shooter drills, promotional testing events, and MCO drills. These activities

allow dispatchers to both practice and enhance their skills and gain a valuable insight into the functions performed by other first responders.

Additionally, NORCOM Telecommunicators and Operations Supervisors participated in the following:

- **Complex Coordinated Terrorist Attack training** – Several operations personnel participated in this regional training opportunity throughout the year.
- **PSERN Train-the-Trainer** – NORCOM personnel became certified to train others in preparation for the upcoming deployment of the PSERN radio system.
- **NORCOM Weekly Reader** – Short, focused, topical training delivered through a weekly newsletter with a short quiz.
- **Quarterly Continuing Education** – One-on-One training delivered quarterly by CTOs or Operations Supervisors on varied topics.
- **Quarterly Addressing Drills** – One-on-One training delivered quarterly by Operations Supervisors to reinforce best practices in call addressing techniques.
- **Annual CBD (Criteria Based Dispatch) Update** – An annual 8 hour training day covering topics relating to Emergency Medical Dispatch.
- **NORCOM CE (Continuing Education)** – An in-house training opportunity that Telecommunicators may request to enhance their necessary skills in a particular discipline or learn advanced skills.
- **BOOST (Building Opportunities with Optimism, Skills, and Training)** – A monthly training “scavenger hunt” which encourages operations personnel to become more familiar with workplace resources, policies, and procedures.

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In 2020, the Training Department will continue to support NORCOM's mission of being a "Caring and Trusted Servant to those who need help and those who provide help." We will do this by:

- Continuing new-hire training
- Review and update of Standard Evaluation Guidelines
- Update and revamp of Call Receiving and Radio Academies (Police & Fire)
- Developing modular E-learning programs to lessen personnel requirements of initial training
- Strengthening the CTO workgroup through additional instructor development training
- Incorporation of the eLogic LMS suite to enable better tracking and reporting of training
- Hosting regional Telecommunicator-focused training courses
- Assisting the King County E911 Program Office in developing regional training opportunities
- Re-certifying Criteria Based Dispatch instructors
- Re-launch of NORCOM's High Risk, Low-Frequency simulation training program





SCOTT SOTEBEER, PhD DEPUTY DIRECTOR FOR STRATEGIC INITIATIVES

The duties and responsibilities of the Deputy Director in 2019 involved representing NORCOM's engagement in the King County Regional E911 Strategic Plan (the Plan), including participating as the voting representative on the Governance Advisory Board for NORCOM. This role also included representing NORCOM at PSAP Directors and Managers meetings, attending all Washington State 911 Advisory Board meetings and participating in NORCOM internal governance-related committees.

2019 external focus was on local, county, state, and federal levels for governmental affairs issues and interaction related to the implementation of the Plan and NG911. In 2019, NORCOM Governing Board members and regional strategic partners advanced the organization's interests, including RAADAR and other NORCOM and regional needs related to technology and the integration of NG911.

Highlights 2019

- Completing to approval, NORCOM's strategic plan process and outline.
- Development of relations with State 911 Coordinator related to RAADAR grant and future NORCOM and regional needs.
- Successful development and solicitation of State 911 Grant (federally funded) for RAADAR support and rollout.
- Organized regional strategic partner engagement and communication including the University of Washington Applied Physics Lab, State IT Director's Office, King County Sheriff, Washington State Patrol, NENA, US Marshal's Service, and various Tribal Law Enforcement and state PSAP leaders.
- Leveraged NORCOM NG911/Technology Innovation via development and co-convenor of Washington State National NG911 Summit at the University of Washington.
- Development of federal funding strategy for NORCOM, including legislative language and appropriations focus.
- Ongoing and regular outreach and advocacy with Washington State Congressional delegation, including high level visits and presentations by NORCOM Governing Board members and regional and state partners.
- Engagement of NORCOM Board members and critical regional partners in direct contact and support of NORCOM federal funding initiatives for NG911.
- In cooperation with Washington State Congressional Delegation, drove outreach and engagement with key federal agencies in support of NORCOM NG911 initiatives that included:
 - National 911 Coordinator
 - Federal Communications Commission
 - Department of Homeland Security-Cybersecurity and Infrastructure Security Agency (CISA)
 - Defense Department (military base community interoperability initiative)
 - US Forest Service, etc.

JEREMY HENSHAW, ACTING POLICE LIAISON

The primary role of the Police Liaison position is to develop, maintain, and enhance professional relationships with our police customers while providing a 360-degree communications conduit between NORCOM and our six police agencies. The liaison explores, communicates, and facilitates police-related customer service needs and problem-solving solutions to include technology, call-receiving, dispatch services, and project development.



Projects and Process Improvements

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

- For continuity of service to our customers, the liaison continued working this year with the Deputy Director of Operations to identify, train, and further develop a highly experienced dispatch supervisor to serve as “backup” police liaison.
- To enhance training and safety internally and for all participating agencies, the liaison developed and deployed a quarterly site trunking training and test. This specific quarterly test was implemented in light of the up and coming changes that PESRN will implement to our agencies within the next few years.
- In conjunction with the Operations Department, the liaison worked this year on providing resolutions to ongoing requests from both the floor and partnering police agencies. Such issues include the creation of new units designators for Station Officers, Tyler CAD double clearing codes for call dispositions, no longer confirming on non-extraditable warrants, Kirkland Police DART paging system revamp, and further clarifying officers response to police lobby contacts.
- To further enhance the stability of radio transmissions and officer safety, the liaison worked on implementing a radio relief checklist procedure for NORCOM dispatchers. This operations bulletin reminded dispatchers to check items like their volume levels and making sure the wireless batteries are fresh and charged when taking over a workstation. This procedure also instituted an annual replacement schedule for wireless batteries and wireless base units.
- Call out lists, CAD paging groups, primary unit assignments, and specialty unit assignments for all six police agencies were updated in all relevant technology systems.
- Through purposeful education and awareness to our customers, the liaison helped organize a long-term survey and training program with Tyler named the Maturity Model. This collaborative project between Tyler and our Police agencies helped identify areas that needed further training and areas that were underutilized for

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each department. The Maturity Model allowed Tyler in conjunction with our Police agencies to set the priority for upcoming areas of focus and training in the coming year.

- In an effort to increase officer safety, the liaison worked to put a system in place with each agency's respective Quartermasters to ensure that officer's portable radio identification numbers get entered into the Tyler LERMS CAD system. The transfer of the record-keeping function back to the direct agencies resulted in quicker updates of these numbers in the CAD system. This further allowed NORCOM dispatchers to immediately view these radio identification numbers on the main CAD screen without utilizing a complex search function.
- The liaison continued working with NORCOM IT and partnering agencies in completing all relevant JIPTL projects that scheduled for the year. JIPTL projects will be outlined and covered in the Information Technology reported sections.

2019 All Priority Police Calls (Year to Date)

	* All Calls with a unit dispatched - Not Officer	Traffic Stops - NORCOM Assistance	** Officer Initiated	*** Calls without a unit assigned	**** Total CAD Incidents
Bellevue PD	56,548	8,615	2,415	22,379	89,957
Clyde Hill PD	2,264	550	1,221	66	4,101
Kirkland PD	36,392	9,092	391	10,998	56,873
Medina PD	3,136	82	1,682	41	4,941
Mercer Island PD	8,179	3,334	144	1,781	13,438
Normandy Park PD	3,357	251	2,044	707	6,359
Total	109,876	21,924	7,897	35,972	175,669

* All CAD Incidents for Jurisdiction excluding officer-initiated

** All CAD Incidents for Jurisdiction - Officer-Initiated Calls

*** All CAD Incidents for Jurisdiction without a unit dispatched (E911 Hang-up, Info Doc, etc.)

**** Total CAD Incidents for Jurisdiction

***** Billable Call for Service Numbers obtained from Finance

CHRIS PEREZ – FIRE LIAISON

NORCOM's Fire Liaison works closely with Zone 1 fire agencies to foster strong relationships between all aspects of NORCOM and fire department personnel. The Fire Liaison represents NORCOM at various Zone 1, King County Fire Operations, and King County EMS boards and committees.

2019 Highlights

In support of the King County Fire Chief's Association Automatic Aid initiative, a regional collaborative effort to improve fire service across King County, NORCOM has been honored to be a partner in accomplishing some key objectives:

Renumbering: Zone 1 agencies became the first to completely transition to the new 3-digit numbering system in the first quarter of 2019. This new system enhances firefighter safety through more accurate personnel accountability.

King County Wide Move-up Policy: As part of the ongoing efforts to support the King County Fire Chief's Association Automatic Aid initiative, the Fire Liaison worked with representatives from Seattle Fire Alarm Center, Valley Communications, and fire operations from around the county to develop a county-wide plan for apparatus move-ups. This plan will allow any fire department in King County to provide backfill coverage during a significant incident.

Natural Gas Responses: Throughout 2019, efforts to standardize the fire department responses to natural gas incidents across Zone 1 in line with King County Model Procedures were implemented. These changes resulted in three new call types Natural Gas – Odor, Minor, and Major to be rolled out at the start of 2020.

2019 also marked a year with significant progress made on the Electronic Personnel Accountability and Safety System (ePASS) for a rollout in early 2020.

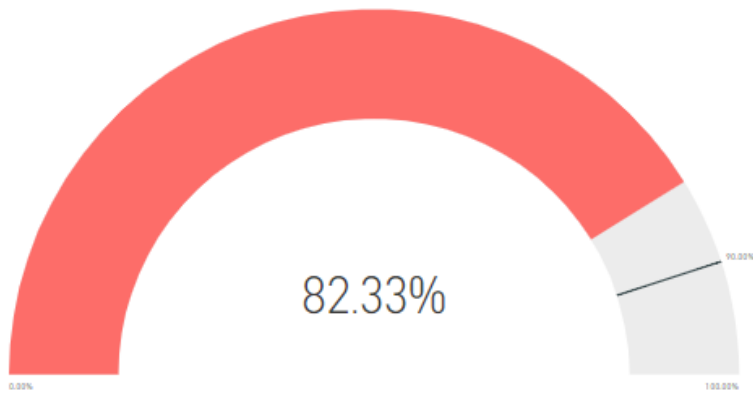


NORCOM Fire Operations by the Numbers

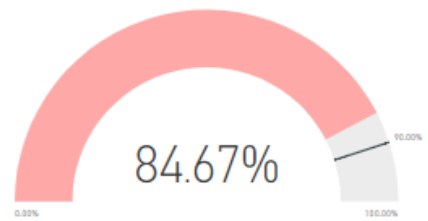
NORCOM adheres to the 2010 NFPA 1221 standards for time to dispatch. These standards measure the time from when NORCOM receives the call to the time of dispatch for the first Fire/EMS unit. NORCOM's goal is to achieve dispatch in under 60 seconds for 90% of Fire/EMS calls and under 90 seconds for 99%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

Three year 60-second standard Fire CAD Calls in 2019

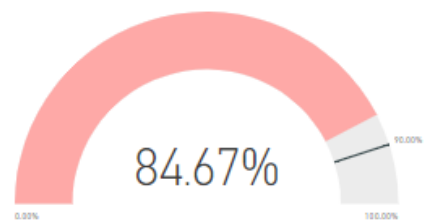
2019 60-Second Standard



2018 60-Second Standard

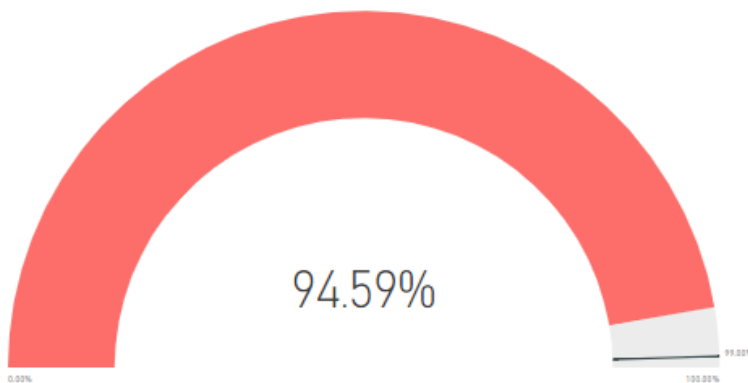


2017 60-Second Standard

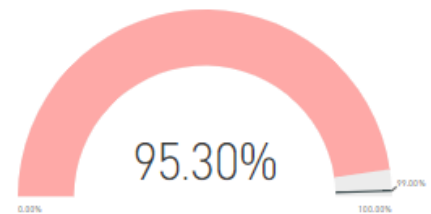


Three year 90-second standard

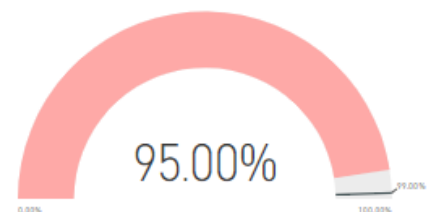
2019 90-Second Standard



2018 90-Second Standard



2017 90-Second Standard



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

2019 All Fire/EMS Calls (Year to Date)					
	Priority 0-4	Still Alarms	Priority 5	Total CAD Incidents	% of Total CAD Incidents
Bellevue Fire	14,476	16	2,227	16,719	24.52%
Bothell Fire	5,992	2	266	6,260	9.18%
Duvall Fire	840	6	125	971	1.42%
ESFR	9,617	6	788	10,411	15.27%
Fall City Fire	423	1	45	469	0.69%
Kirkland Fire	7,526	6	505	8,037	11.79%
Mercer Island Fire	2,211	4	193	2,408	3.53%
Northshore Fire	2,862	3	182	3,047	4.47%
Redmond Fire	7,126	7	573	7,706	11.30%
Shoreline Fire	7,626	3	350	7,979	11.70%
Skykomish Fire	228	1	24	253	0.37%
Snoqualmie Fire	690	0	68	758	1.11%
Snoqualmie Pass Fire	277	4	26	307	0.45%
Woodinville Fire	2,650	10	198	2,858	4.19%
Total	62,544	69	5,570	68,183	100.00%
<i>Priority 0-4 = Emergency Responses</i>					
<i>Priority 5 = Non-Emergency Responses</i>					
<i>Billable Call for Service Numbers obtained from Finance - including ALS Call Splits</i>					

JAMI HOPPEN, COMMUNITY LIAISON

In August 2019, NORCOM hired a Community Liaison to manage internal and external communication strategies.

This position engages with NORCOM's communities in multiple ways to include governmental affairs issues, collaborating with nonprofit agencies, private corporations, special needs organizations, and community members through a variety of platforms.

Since the inception of the Community Liaison position, there has been an intentional, proactive effort to develop a strong working relationship with the local media. In the second half of 2019, NORCOM had seven news stories in either print or broadcast media. NORCOM also has a presence on non-traditional media platforms to include Facebook, Instagram, and Twitter.

Establishing relationships with regional Public Information Officers (PIOs) is critical for collaboration on daily events and more significant events such as natural or humanmade disasters. The Community Liaison attends weekly meetings with the City of Bellevue Communications team and monthly meetings with the King County Fire Chiefs Association PIO group. These groups are an invaluable resource to provide an avenue for information sharing and network building.

Engaging with the community through organized events was a core focus for NORCOM after the inception of the Community Liaison position. Community involvement improves awareness of the organization, offers opportunities for education, helps develop the trust of the community with the 9-1-1 system, and provides an opportunity for employees to serve in a different way. A few examples of community events NORCOM employees participated in since August include:



- **National Night Out** Kirkland Police and Bellevue Police - *August*
- Developed Public Education materials with **King County 9-1-1 Program Office** *August*
- **Duvall Fire 60th Anniversary** - *September*
- **Kirkland Police Explorers** radio training and sit along - *October*
- Served dinner at the **Salvation Army** with Bellevue Police - *November*
- NORCOM internal food drive for **Congregations for the Homeless** - *November*
- **Medic One Foundation Gala** - *November*
- **Food & Clothing Drive** Eastside Fire & Rescue - *November*
- **Shop with a Cop** with Woodinville Fire and Bellevue Police - *December*

A **Lunch and Learn** program was developed in November to bring in leaders from corporations, nonprofits, and other public organizations to provide an overview of services offered by NORCOM and allow leaders to sit in and listen to live 9-1-1 calls and police and fire dispatching. NORCOM will host a variety of leaders each

month. To date, members from Congregations for the Homeless, Windermere Kirkland, Snoqualmie Valley Community Network, and the City of Bellevue have participated in the program. Already scheduled in 2020 are members from Microsoft, Unity Technologies, and Medic One Foundation.

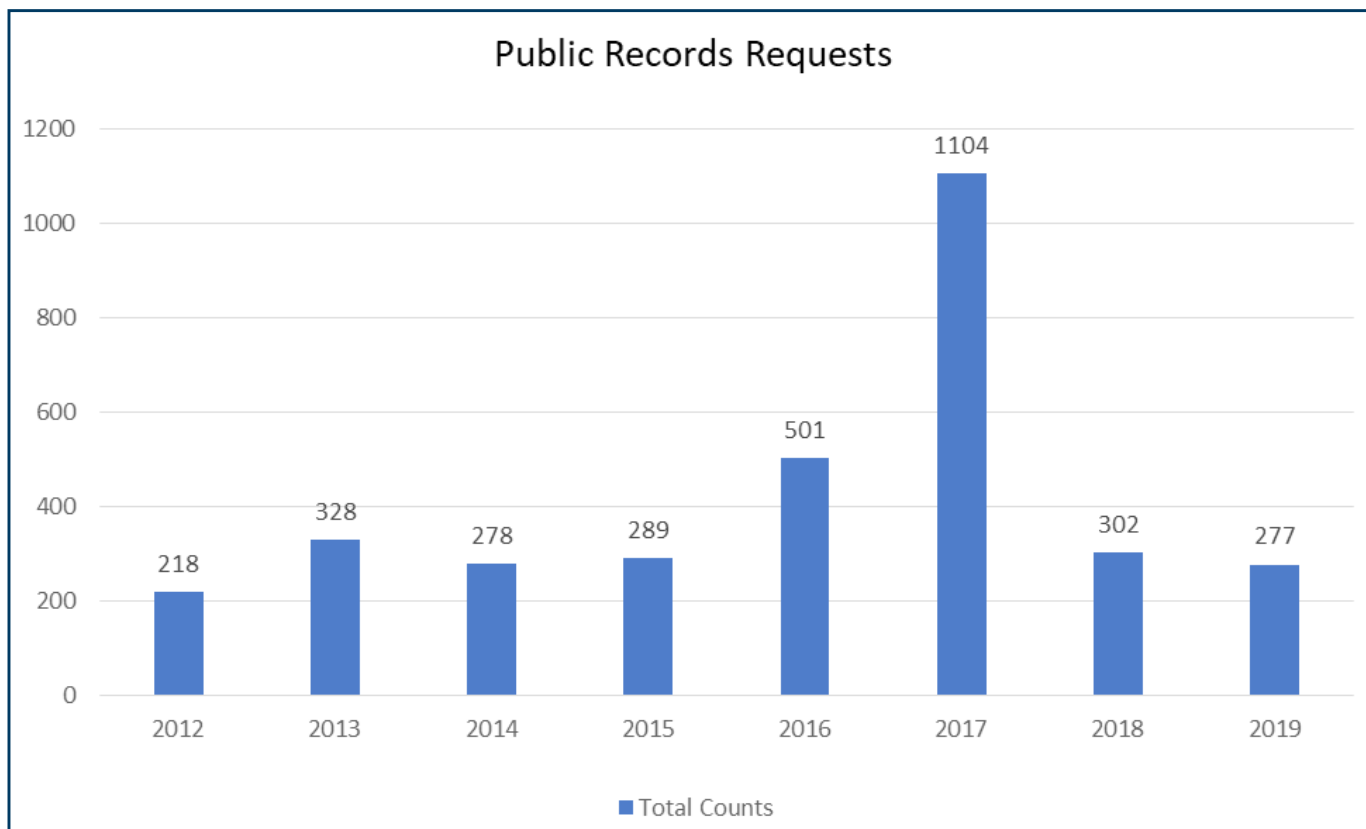
In addition to the focus on community engagement and communications, the Community Liaison is the primary recruiter for Telecommunicators working closely with the

Human Resources Manager to ensure NORCOM has a continuous flow of potential new hire candidates.

The core focus for 2020 will be expanding the Lunch and Learn program to have a broader reach to community leaders in NORCOM's service area. We will work to develop measurable goals for an increased presence on social media and in the community, and focus recruitment efforts on more diverse populations and organizations.

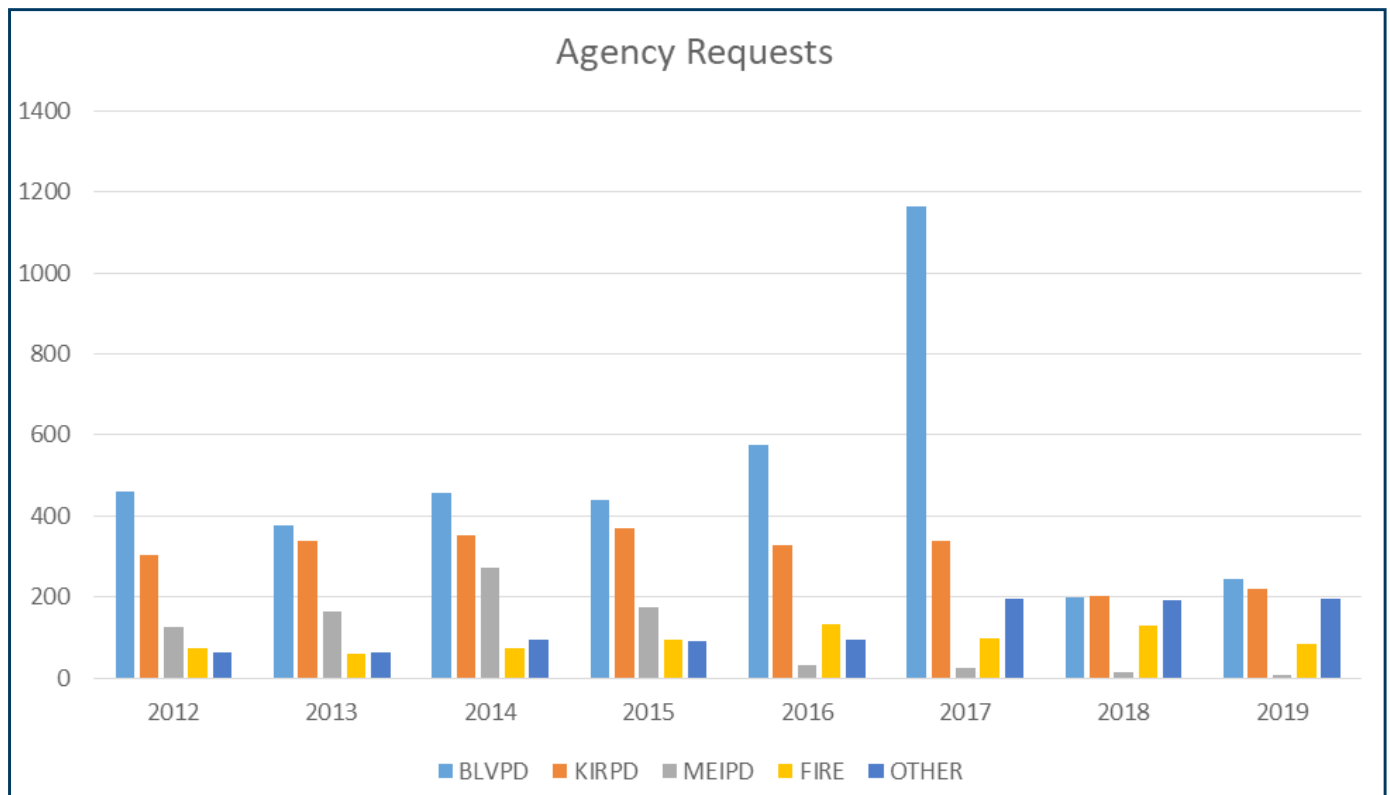
PUBLIC RECORDS: PUBLIC DISCLOSURE REQUESTS

In 2019, NORCOM responded to 277 public disclosure requests. The complexity of these requests ranges from providing a single copy of computer-aided dispatch (CAD) log to 911 call audio, radio traffic, and internal records for more in-depth collation, review, redaction, and compiling of responsive records over the span of months or years.



PUBLIC RECORDS: AGENCY REQUESTS

In 2019, NORCOM responded to 856 requests for assorted data, audio recordings of 911 calls and radio traffic, and/or computer-aided dispatch (CAD) logs. The requests came from all participating and subscriber agencies, other local and federal law enforcement agencies, other PSAPs, various city/county prosecutors; and other government agencies.



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FINANCE

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

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

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

NORCOM Financial Summary

The 2019 operating budget expenditures were approved with a 1.8% increase over 2018. The operating budget includes personnel costs, services and supply expenditures, and fund transfers. The budget was amended to account for the 2018 cash-basis ending fund balance in the amount of \$546,604. At NORCOM's inception in 2009, 10-year forecasts were made for budget user fee assessments, budgeted expenditures, and budgeted outside revenues. NORCOM's budget for outside revenues exceed forecasted expectations.

2019 Revenues

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

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

The primary outside source of revenue comes from the King County E-911 Program Office. Other revenue sources include funds from the

Revenues										
Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Budgeted Outside Revenue	\$ 1,124,100	\$ 1,355,355	\$ 1,800,745	\$ 1,748,282	\$ 1,702,748	\$ 1,736,575	\$ 1,750,144	\$ 2,210,744	\$ 2,193,685	\$ 2,036,682
10 Year Forecast	\$ 1,271,048	\$ 1,304,095	\$ 1,338,002	\$ 1,372,790	\$ 1,407,109	\$ 1,442,287	\$ 1,478,344	\$ 1,515,303	\$ 1,552,185	\$ 1,590,990
Budget Less Forecasted	\$ (146,948)	\$ 51,260	\$ 462,743	\$ 375,492	\$ 295,639	\$ 294,288	\$ 271,800	\$ 695,441	\$ 641,500	\$ 445,692
Assessments										
Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Budgeted Assessments	\$ 9,009,707	\$ 9,218,611	\$ 9,176,663	\$ 9,404,743	\$ 9,689,253	\$10,067,106	\$10,442,906	\$10,332,415	\$10,882,335	\$11,243,542
10 Year Forecast	\$ 8,984,606	\$ 9,237,837	\$ 9,761,144	\$10,129,563	\$10,510,420	\$10,906,164	\$11,317,380	\$11,744,679	\$12,189,696	\$12,630,963
Budget Less Forecasted	\$ 25,101	\$ (19,226)	\$ (584,481)	\$ (724,820)	\$ (821,167)	\$ (839,058)	\$ (874,474)	\$ (1,412,264)	\$ (1,307,361)	\$ (1,387,421)
Expenditures										
Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Budgeted Expenditures	\$10,266,121	\$10,573,966	\$10,977,408	\$11,153,025	\$11,392,001	\$11,803,681	\$12,193,050	\$12,543,159	\$12,819,570	\$13,049,224
10 Year Forecast	\$10,255,654	\$10,631,932	\$11,099,146	\$11,502,352	\$11,917,529	\$12,348,451	\$12,795,724	\$13,259,982	\$13,742,881	\$14,243,122
Budget Less Forecasted	\$ 10,467	\$ (57,966)	\$ (121,738)	\$ (349,327)	\$ (525,528)	\$ (544,770)	\$ (602,674)	\$ (716,823)	\$ (923,311)	\$ (1,193,898)

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King County EMS tax levy and Shoreline IT services provided by NORCOM.

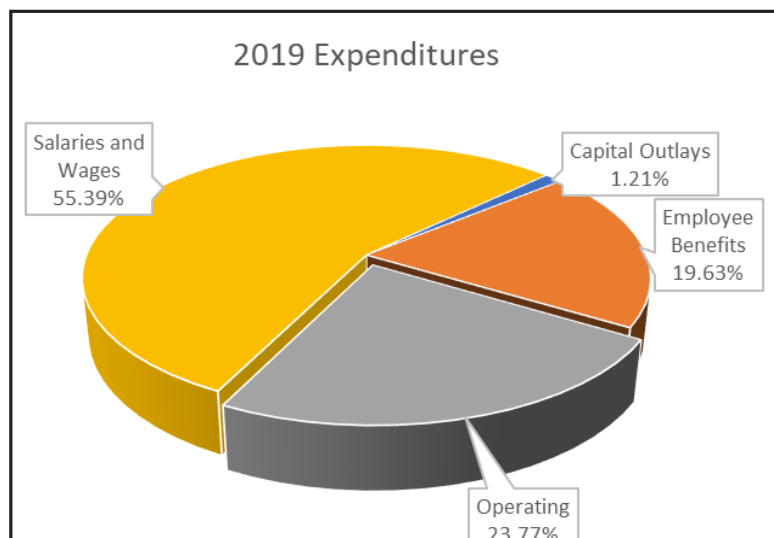
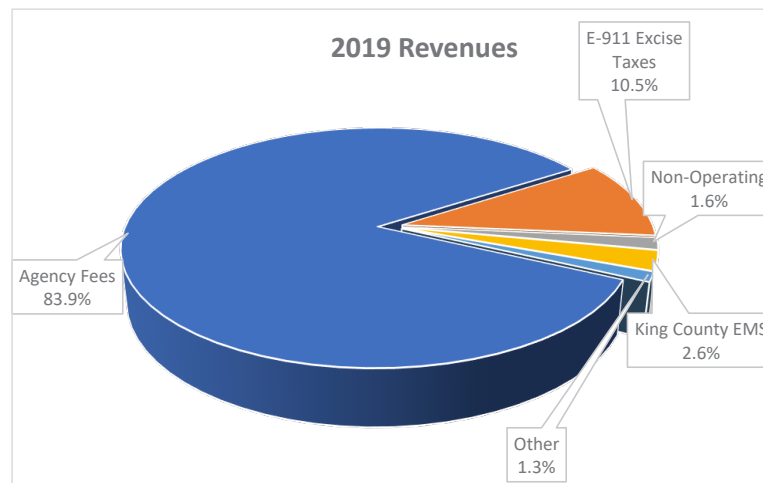
The following chart shows actual revenues totaled \$13,241,851, which primarily consisted of principal agency fees.

2019 Expenditures

The 2019 operating budget was approved, with a 1.4% increase in operating expenditures. The budget was amended with the finalization of the 2019 ending fund balance for a total increase of

5.5% in budgeted expenditures.

Actual personnel costs increased by 11%, primarily due to several factors. There were increases in health benefits, 2%, and a market adjustment to wages. Additionally, one new executive administrative position was created for the Deputy Director of Strategic Initiatives position. Total 2019 personnel costs were budgeted at \$10,531,149 and actual costs were \$10,640,539. The difference is due to overtime worked in 2019.



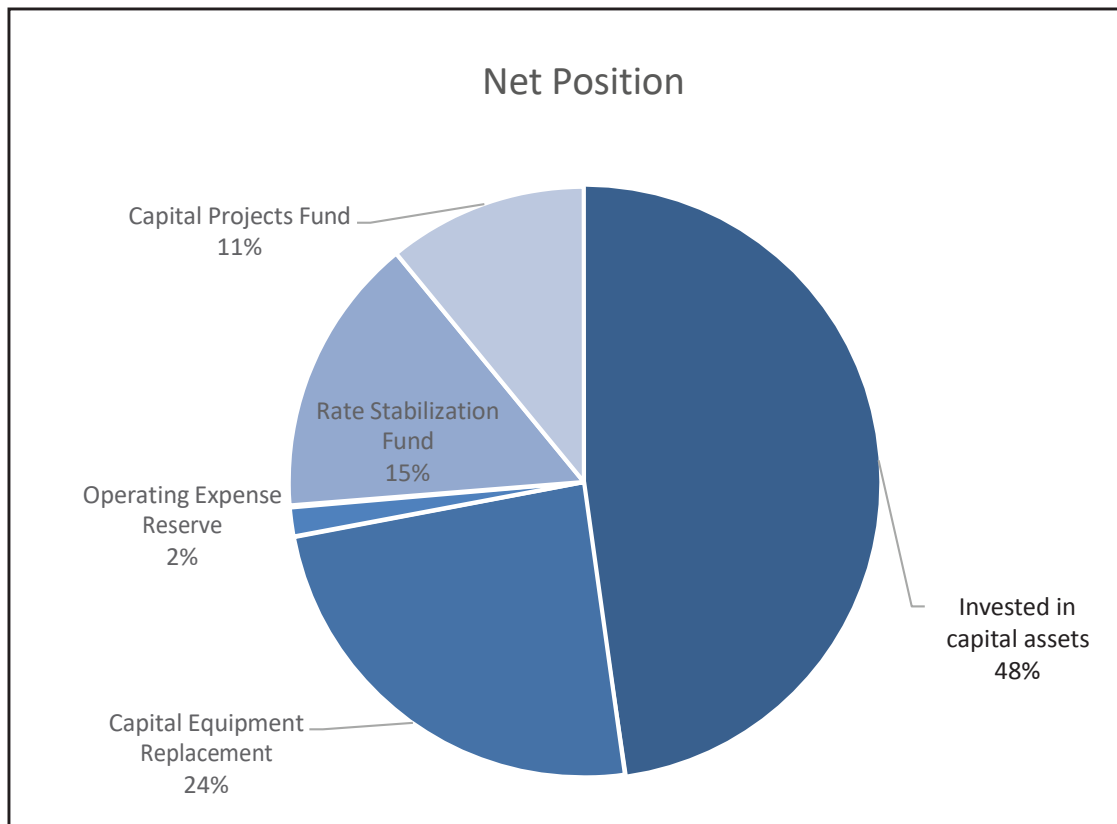
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Capital Assets

The capital projects fund was created to track projects lasting more than one year.

This fund is a collection of several projects with related goals and share resources. 2019 capital projects included the Disaster Recover Project. This project began in December 2018 and is still in progress at the end of 2019.

	Balance 01/01/2019	2019 Activity	Balance 12/31/2019
Capital Assets, not depreciated	450,505	46,196	496,701
Capital Assets, depreciated	8,510,741	125,111	8,635,852
Less: Accumulated Depreciation	(5,632,194)	(630,245)	(6,262,439)
Capital Assets, net of depreciation	2,878,547	(505,134)	2,373,413
Total Capital Assets, net	3,329,052	(458,938)	2,870,114

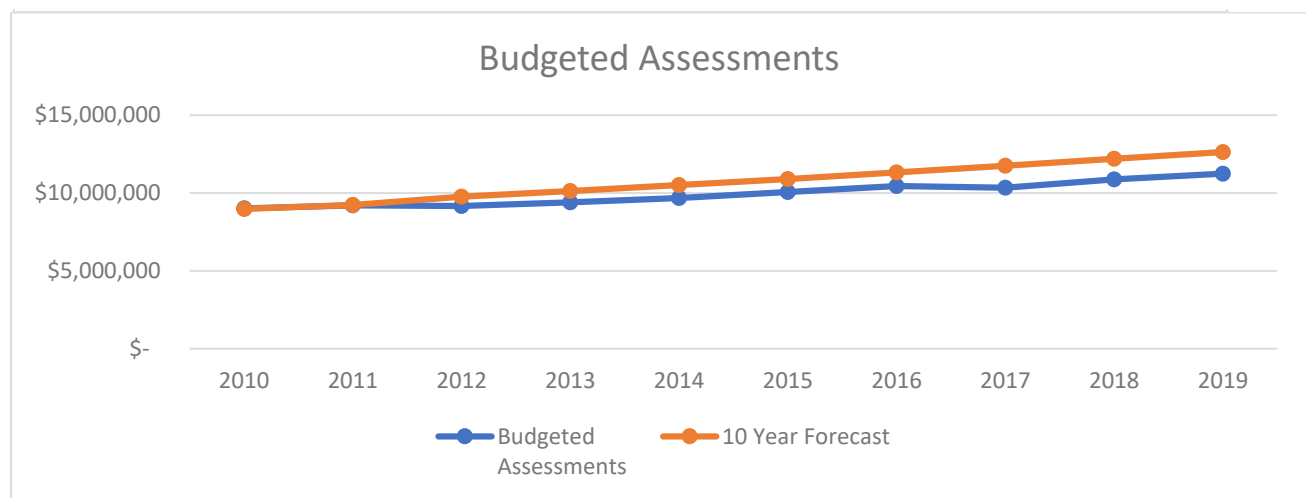
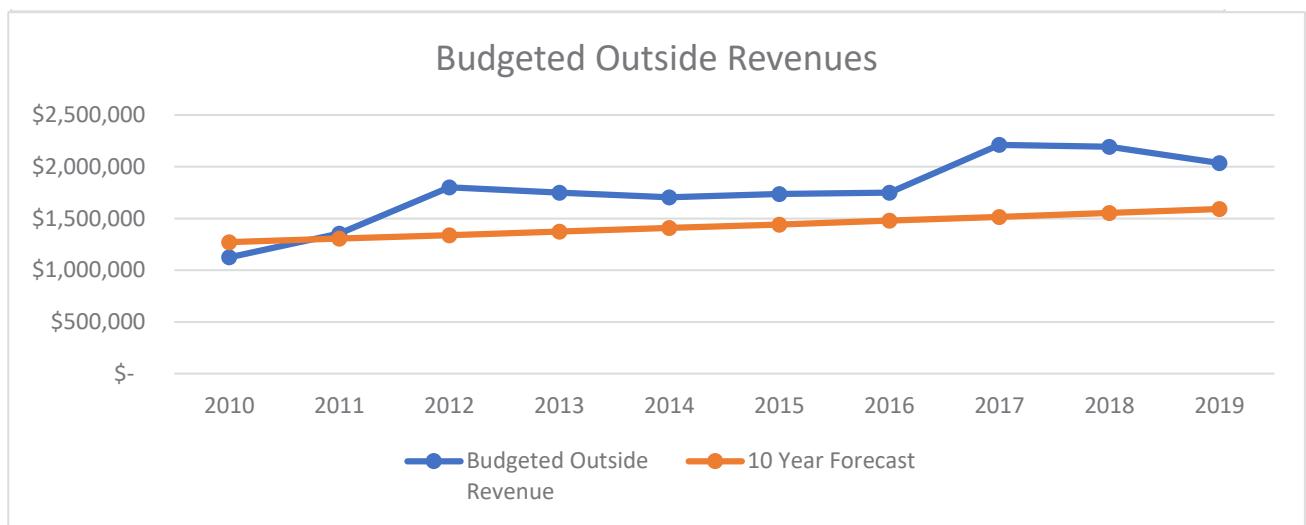


Budget to Forecast Comparison

NORCOM remains mindful of economic conditions that would impact user fees. The NORCOM team continuously looks toward the future to identify customer needs and service levels while focusing on efficiency and cost savings. NORCOM also seeks to identify

additional revenue options to help mitigate fees passed on to its users.

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



Billable Calls for Service Formula and Agency Fees

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

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

The calculation is as follows:

1. Calculate NORCOM's FTE Percentage based on the following functions:
 - a. Call Receiver
 - b. Fire/EMS Dispatch
 - c. Police Department Dispatch
 - d. Police Department Radio

2. Calculate Agency Call Receiver Cost
 - a. $\text{Unfunded budget} \times \text{Call Receiver FTE \%} \times (\text{Agency CFS} / \text{Total CFS})$
3. Calculate Fire/EMS Dispatch Contribution
 - a. $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{Agency CFS} / \text{Total Fire CFS})$
4. Calculate Police Dispatch Contribution
 - a. $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{Agency CFS} / \text{Total Police CFS})$
5. Calculate Police Data Radio Contribution
 - a. $\text{Unfunded budget} \times \text{Police Data FTE \%} \times (\text{Agency CFS} / \text{Total Police CFS})$

Percentages are applied to the current approved budget, less revenues from other sources. The following table provides the 2019 user fees paid by NORCOM agencies.



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	2019 Total	2018 Total
Bellevue Police	3,509,321	3,320,461
Clyde Hill Police	101,742	100,221
Kirkland Police	2,085,308	2,145,225
Medina Police	80,393	93,565
Mercer Island Police	616,775	631,988
Normandy Park Police	-	-
Total Police	6,393,539	6,291,460
Bellevue Fire	1,172,653	1,165,657
Bothell Fire	367,660	369,765
Duvall Fire	55,188	54,310
Eastside Fire and Rescue	639,538	621,088
Fall City Fire	34,108	34,741
Kirkland Fire	489,642	507,263
Mercer Island Fire	169,409	164,470
Northshore Fire	189,159	189,390
Redmond Fire	590,836	589,058
Shoreline Fire	639,501	641,170
Skykomish Fire	21,809	20,742
Snoqualmie Fire	47,736	50,793
Woodinville Fire	182,764	182,428
Total Fire	4,600,003	4,590,875
NORCOM Agency Fee Total	10,993,542	10,882,335

*Normandy Park paid \$95,000 in 2018 and \$105,000 in 2019 as part of their onboarding.

2019 Agency User Fees 2019 Major Accomplishments

- Worked with Wellness Committee to create a wellness program that earned NORCOM the Association of Washington Cities Well City Award.
- Researched new payroll systems and operational efficiencies.

2020 Goals & Objectives

- Maintain AWC Well City Award.
- Continue to work with E-911 Program office to maintain positive working relationship and improve on reimbursement structure to agencies.
- Begin preparation for fund reductions in the E-911 program reimbursements.
- Research opportunities for operational and financial improvement in the department and agency.
- Implement a new payroll system.



INFORMATION TECHNOLOGY SECURITY AND APPLICATION DEVELOPMENT

Personnel

2019 began with the hiring of our new Database Administrator, Melanie Labuguen. Melanie has almost 20 years' experience in the field and has been a valuable asset to our team.

In the last half of the year, we also brought on Emily Grove-Mazurek as a Software Development and QA Engineer contractor. Emily was impressed with NORCOM, our culture and work environment, and transitioned to full-time employment at the beginning of 2020. Emily brings several years' experience working as a software developer at Microsoft and has made a positive impact on our custom-developed applications.

RAADAR

There was a lot of activity centered around RAADAR in 2019. The year began with the completion of the redundant Internet project resulting in a 10-fold increase in available bandwidth, increased reliability, and increased availability. NORCOM IT was able to leverage its membership in the Fiber Community Connectivity Consortium (Fiber C3) to obtain a zero-cost redundant fiber link to Seattle, where we connect directly to a Tier 1 Internet provider, the Pacific Northwest Gigapop.

The number of agencies connected to RAADAR continued to increase throughout 2019. We successfully added Sno911 with all Police and Fire Agencies in Snohomish County, King County Sheriff's Office, and Seattle Fire into RAADAR. Adding these brings the number of RAADAR-connected PSAPs to seven and has dramatically increased situational awareness among the First Responders that we serve.

One significant new feature added to RAADAR is the Regional Map. It displays all the Calls for Service for both Police and Fire agencies from all RAADAR-connected PSAPs. The map also plots the location of AVL-enabled vehicles.

NORCOM engaged Microsoft to perform a code review of RAADAR. The results were excellent, with

only four recommendations, which were to improve performance; these recommendations have been implemented.

Electronic Personnel Accountability Safety System (ePASS)

Work continued on ePASS, with most development completed in January 2020. ePASS has now entered beta testing with select Fire agencies. All reports have been positive, and we are increasing the number of Fire agencies testing ePASS.

RADAR Navigator

NORCOM entered into an agreement with the North Sound RADAR Navigator Program to develop and host a website and database to manage interactions between law enforcement and those with behavior health issue and/or developmental disabilities. Development is underway, and people who have seen the site are excited about it and the benefits it will bring to all involved parties.

iBase

NORCOM began working with Crime Analysts on a third-party program called IBM i2 iBase. The project is close to completion, and when finished, iBase will allow the Crime Analysts to use CAD data to analyze and discover relationships in the data. iBase will also help to improve the tracking of crime and criminal behavior across multiple jurisdictions.

Emergency Call Service API

NORCOM developed an API that streams out information on active incidents on a per-City basis. Currently, it supports Bellevue, Kirkland, Mercer Island, and Redmond. Bellevue, Mercer Island, and Redmond have connected to the API and are utilizing it to develop their own custom applications.

Security Assessment

NORCOM contracted with CDW to perform a Rapid Security Assessment, which included both external and internal vulnerability scans and penetration testing. Several issues were identified, and all the critical items have been remediated. More security enhancements are being worked on for 2020.

INFORMATION TECHNOLOGY INFRASTRUCTURE TEAM

Personnel

In April 2019, Sean Goehner joined the NORCOM IT Infrastructure team. Sean brought a considerable amount of talent to the team with his years of IT consulting experience, and broad knowledge of many of the major technologies in use by competing local organizations. In August 2019, two internal IT staff members were promoted to the title of Supervisor. The IT Department was reorganized into four primary divisions:

- (1) Application Development & Security
- (2) Project Management
- (3) Infrastructure
- (4) Service Desk and Application Support

In November 2019, Ron Tiedeman resigned as IT Director.

Windows 7 & Server 2008 End-of-Life

For many years, Windows 7 was Microsoft's leading and most stable desktop operating system, and Windows Server 2008 was the leading server operating system. However, all software products eventually come to their end-of-life. Microsoft announced that Windows 7 and Windows Server 2008 were going end-of-life in January 2020. The Windows 7 end-of-life required a lot of planning and coordination between all agencies, to ensure that our systems were kept current and secure. In preparation for the transition to the Windows 10 desktop operating system, most of 2019 was spent upgrading or replacing older desktop systems at NORCOM, and providing generous support to our partner agencies to assist with their desktop system upgrades. In addition, many of our servers were upgraded or replaced with newer servers running the Windows Server 2019 operating system.

Disaster Recovery Project

NORCOM Operations has a Satellite center at the Redmond Police Department with Call Receiving positions and radio transmission abilities. However, when NORCOM Operations are occupying this Redmond location, they are dependent on the server/network infrastructure running at Bellevue City Hall. Without that infrastructure, NORCOM Operations would be running on "pen and paper." In 2018, the NORCOM Governing Board approved the funding to set up a much-needed Disaster Recovery site. In 2019, NORCOM IT made significant progress towards getting the Disaster Recovery project underway. A location was chosen, contracts were negotiated, and equipment was purchased and configured. In early 2020, NORCOM IT began to deploy the new server and network equipment to the new Disaster Recovery site. The new infrastructure will be ready to go online in mid-2020. After thorough testing and validation, we will be equipped to provide the redundant services needed for NORCOM Operations to fully function without relying on Bellevue City Hall.

Pure Storage SAN array

In early 2019, NORCOM IT purchased a new all-flash storage array system to run our primary servers. NORCOM IT performed extensive testing of the new array before going live, and the results were about 15 times faster than the previous array. The new system provides NORCOM Operations with faster call processing, report queries, and the ability to run backup jobs any time of day without causing negative impacts to the users. This new system also allows for our previous storage array to be re-utilized as the main storage for the Disaster Recovery site mentioned above.

Shoreline Fire IT Support

In 2017, the Shoreline Fire Department contracted with NORCOM for IT support services. This arrangement has been in place for about three years now and continues to be mutually beneficial for both organizations. Incorporating the IT divisions between our two agencies has created a strong partnership and relationship. Therefore, making possible more efficient communication and decreasing reaction time for necessary system changes and problem-solving. NORCOM IT has acquired a much deeper understanding of the fire industry, including the fundamental requirements of what is needed to sustain the high performance of first responders. This knowledge then helps NORCOM IT improve our dispatch related systems to better suit the needs of the fire departments.

NICE Audio Logger

In the fall of 2019, NORCOM IT installed a new Audio Logger from NICE to replace the old VPI Audio Logger. The new NICE system includes redundant servers and is NG-911 compliant for future recording needs such as text messages and/or screen captures. Recording is vital to accurately comply with requests and state-mandated requirements. NICE is much more time-efficient in being able to parse audio within the program and not having to use a third party tool.

VIPER Phone System Upgrade

NORCOM uses a special phone system called “VIPER” to handle incoming 911 phone calls. The VIPER was five years outdated and required significant upgrades. In April 2019, the VIPER phone system was upgraded to the current version, which included replacing all of the user desktops and the back-room servers, as well as new software configurations. This project is funded by the King County E911 Program

Office and was performed at all PSAPs in King County. This project required many months of preparation, execution, communication, and follow-up to ensure a successful installation.

ESI-NET 2 Migration

All PSAPs in Washington State are interconnected by a special “911 network” called the ESI-NET. This network was hosted and managed by Century Link for many years. This network was old and lacked many of the modern features necessary for a Next-Gen 911 network. A new contract was established with a new provider called Comtech, for a new Next-Gen 911 network called ESI-NET 2. All 56 PSAPs in WA State were migrated over to this new network one-at-a-time. In January 2019, NORCOM was transitioned over. This project required extensive planning and preparation, as well as coordination with the State E911 office. Although the tasks specific to NORCOM are completed, pieces of this project are still ongoing, as all phone carriers (landlines, cellular, VOIP) must also transition to the new network. Each time a carrier transitions over, all PSAPs receive test calls from that carrier to confirm they were successfully transitioned.



INFORMATION TECHNOLOGY SERVICE DESK & APPLICATIONS

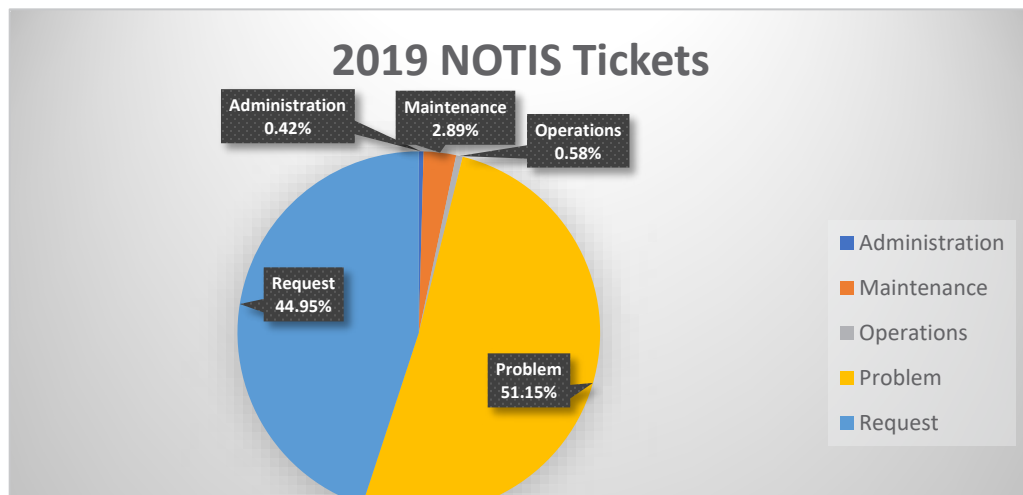
For day-to-day issues and requests, NORCOM IT currently supports:

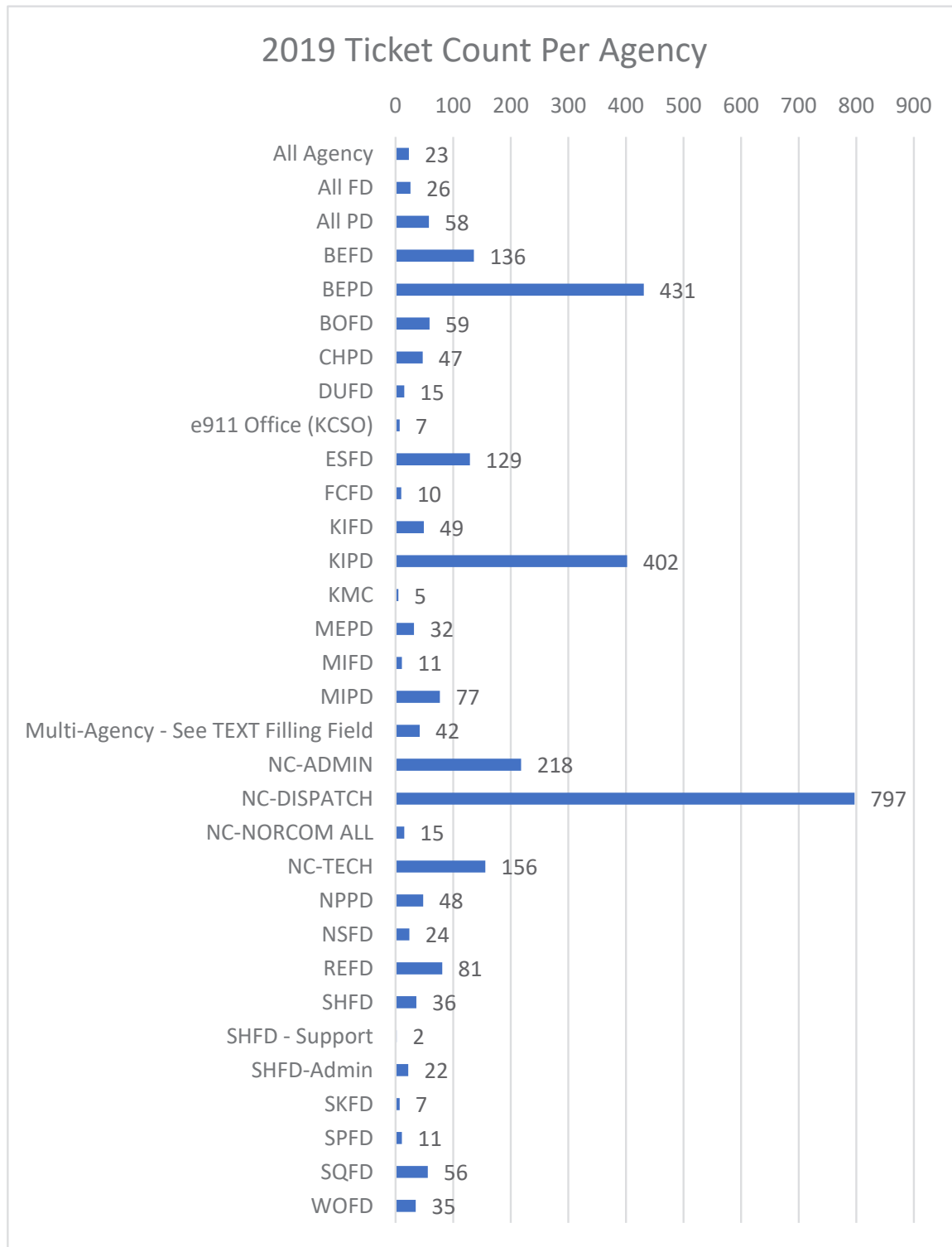
- Over 300 Physical Computers.
- Over 30 Physical Servers plus two storage area networks.
- Over 142 Virtual Machines.
- 2 Phone systems – Cisco (Internal) and VIPER (E911).
- Over 40 NORCOM phones and over 23 physical VIPER positions.
- Software Support delivered to over 500 agency positions.
- Over 250 agency MDCs.
- Over 108 Terabytes of RAW computer storage.

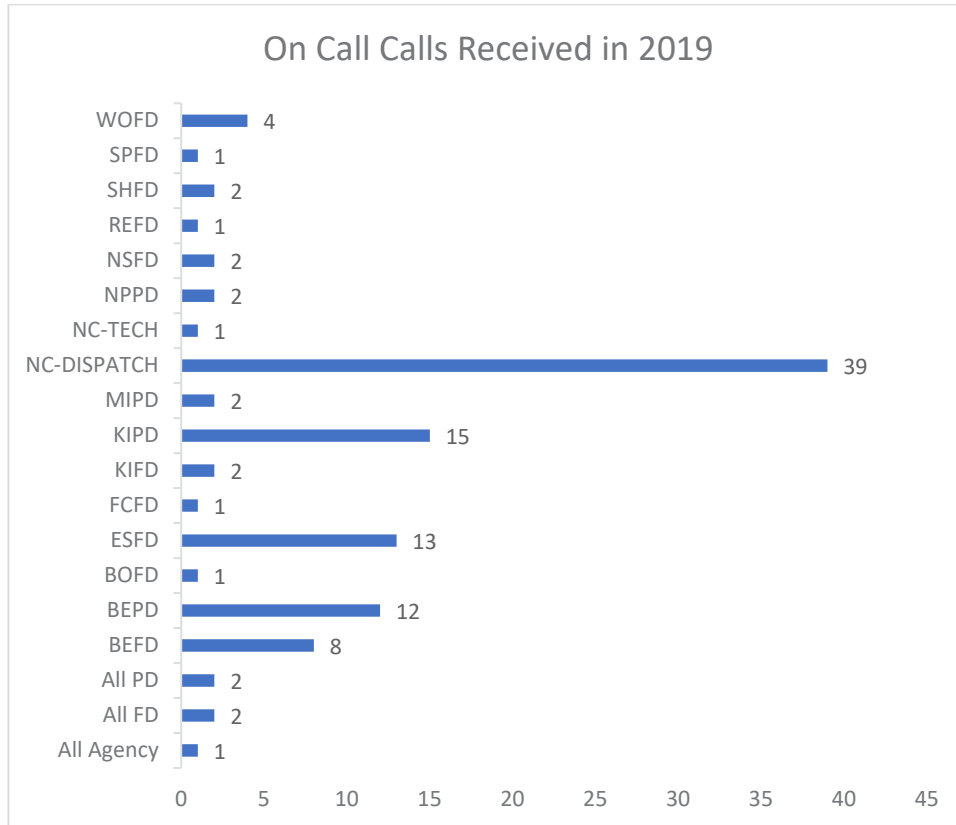
Support Request Category	Percent
Problem	51.15%
Request for Service	44.95%
Systems Maintenance	2.89%
Operations	.58%
Administrative	0.42%

NOTIS Tickets:

- Users can submit issues and requests to NORCOM IT via phone, email or website, which we track utilizing our online service desk ticketing system called NOTIS.
- In 2019, there were 3,081 new tickets opened/submitted, which was a 3.6% increase from 2018. Of the 3,081 tickets that were opened, 2,872 (93%) were successfully closed. The remaining carried over into 2020, with most open tickets being issues resolved in later software releases.
- Support requests received by NORCOM IT in 2019 are broken into five main categories. These will be further simplified in 2020.
- NORCOM IT documented processing 111 after-hours requests for support
- NORCOM IT Employees documented over 2,600 hours in NOTIS in 2019
 - o In 2020, NORCOM IT employees (besides development) will be documenting their time inside of NOTIS exclusively for tickets and projects, so there will be an increase in hours







2019 Accomplishments

- Transition NCIC queries to OFML format
- Migrated all our desktops from Windows 7 to Windows 10
- Migrated to NICE Audio Logger
- PSERN Equipment beginning to be installed at NORCOM
- NetMotion Upgrade and Server Migration
- 2FA Upgrade for Kirkland Police
- Completed Tyler Maturity Model for our Police Agencies
- IT Department reorganized with two employees promoted to Supervisor roles

INFORMATION TECHNOLOGY, PROJECT MANAGEMENT & GEOGRAPHIC INFORMATION SYSTEMS

Geographic Information System (GIS)

GIS is the center of a Dispatch Center's world. Every dispatch for police, fire, or medical calls starts with accurate, verifiable addresses. GIS shines in our work with our agencies, cities, counties, fire districts, water districts, etc. to gather and verify the accuracy of the data and information. Some examples of maintenance work include:

- Corrections to existing streets and addresses provided by agencies listed above.
- Adding streets and addresses for new developments.
- Working with our agencies to edit response areas so they may provide better service to their communities.
- Editing streets when agencies reporting flooded streets where apparatus cannot pass.

NORCOM's boundary consists of 657 square miles.

Street segments: 89,893

Address points: 314,983

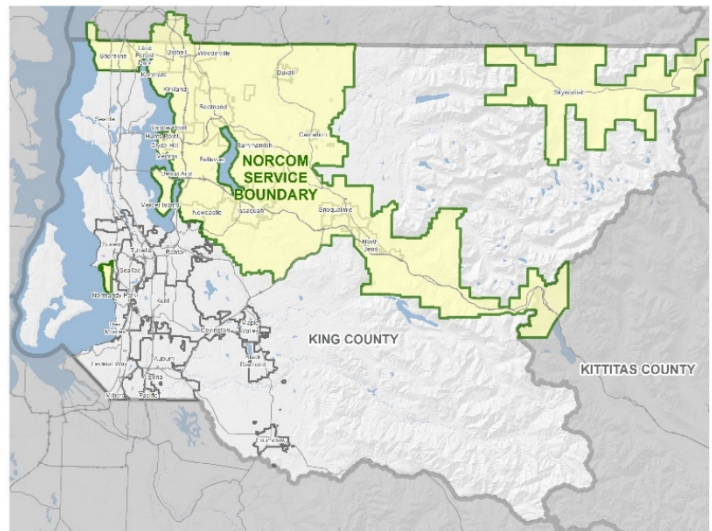
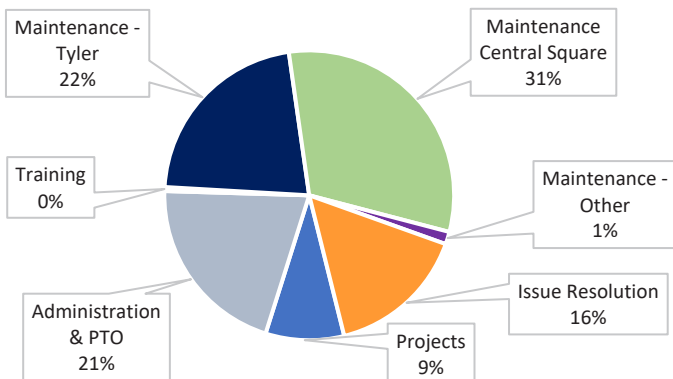
GIS spent 54% of its time working on GIS data maintenance. With the growth of the cities and an emphasis on timely changes, GIS maintenance work has increased by 25%, and project work has decreased by 15% when compared to 2018.

In 2019, GIS had fulfilled a number of custom map requests providing visual data for MSO drive times, Travel time and Service areas maps, provided CAD map enhancements by adding new layers of information and improving the "look & feel" of the map, and working on a GIS infrastructure redesign project.

2020 Work Plan

- Develop a 5 year GIS Strategic Plan.
- Tyler Upgrade – New GIS server.
- GIS Infrastructure Redesign.
- Implement GIS Portal.
- Complete address point integration into Central Square.

GIS Work Breakdown



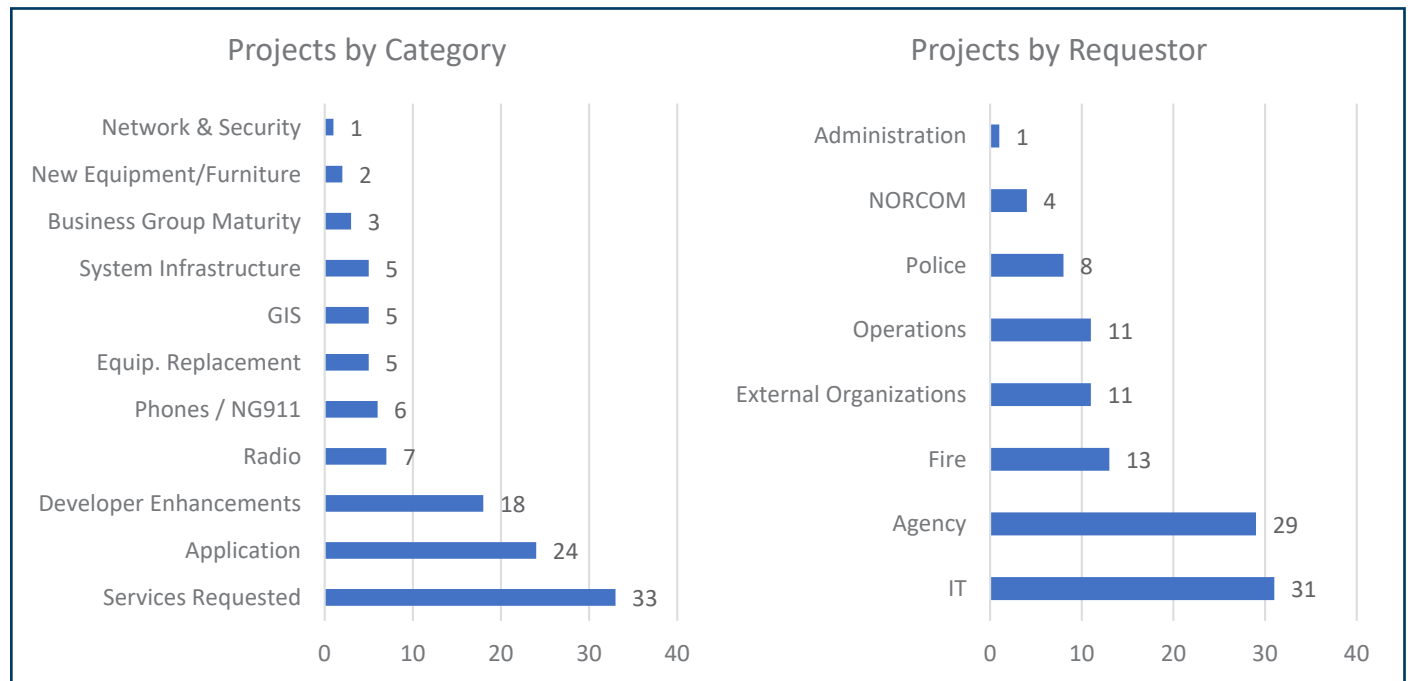
GIS Work Breakdown

There have been some exciting changes within Information Technology that enables us to enhance our services to the Dispatch Center and our participating agencies, specifically in project management and business and data analysis.

In August 2019, NORCOM reorganized the Information Technology department, and a new division of Project Management was created. An existing supervisor position was retitled 'Senior Project Manager'. This position is responsible for project management across NORCOM and will continue to supervise GIS and Business Applications Analyst personnel.

In late 2019, the 'Business Applications Analyst' position was approved, and in January 2020, we brought in Joanne Tittle to the team. Joanne brings with her a wealth of experience in project management, data analysis, business analysis, financial analysis, and web development. Her 20 years of experience has enabled her to hit the ground running and has already proven to be a great asset in implementing technical solutions and helping to improve efficiencies of work processes.

The list of projects requested continues to grow faster than we can execute them. In 2019, the number of projects submitted to execute or research topped 109.



The Joint Integrated Prioritized Technology List (JIPTL) has 12 projects on the list for the 2019-2021 year.

Projects Completed in 2019 were:

- 2FA for RAADAR.
- Security Penetration Testing.
- TriTech Upgrade 5.8.

2020 Project Management Projects

- Project Management Strategic Plan.
- Setup a Project Management Office.
 - Define PMO tools, processes and workflows.
 - Engage and communicate with agencies. Implement project projection and resourcing tool.

2019 TELECOMMUNICATOR OF THE YEAR

Kristin Jackson

This year we are honored to recognize a Telecommunicator whose work ethic embodies our organizational values, Kristin Jackson.

Her peers highly respect Kristin. She consistently sets a positive tone for her team, and she is an excellent example of professional grace under fire.

Kristin consistently provides her very best in service to the public, and the first responders we are privileged to serve.

Her skills, positive approach and work ethic are a model for others to follow. We are very fortunate that, in addition to being an outstanding dispatcher, she is also part of our training team, helping to develop future all-stars.

It's very easy for an organization to have values and a mission statement. Still, it's another thing altogether to have an employee like Kristen, whose everyday actions embody and demonstrate our mission and values.

Kristen is a leader, a designation not afforded her by title, but earned through her actions.

We are honored to recognize Kristin Jackson as NORCOM's 2019 Telecommunicator of the Year.



KC EMS AWARDS 2019

King County EMS Dispatcher of the Year

Heidi Haley, Sustained Exemplary Performance

Even a quick review of Heidi's quality assurance checks and yearly performance evaluations would unequivocally demonstrate why she received the King County EMS Annual Award for Sustained Exemplary Performance. Heidi consistently exceeded standards in several areas related to call receiving performance, including her ability to remain patient, professional, and being a "calming and steadying presence on the phone" while "showing a clear ability to calm callers and maintain call control with questions and sensitivity."

Heidi began her career with NORCOM in January of 2013 and is recognized as a team player who encourages the best from others while striving to be her best. For Heidi, having an exemplary performance for herself is not enough. She spent over 550 hours during her last evaluation period training and teaching others that same level of performance. This is how passionate she is about higher standards not only for herself but for others as well.

The nomination for this award included that Heidi is "kind but firm with callers" and offers "reassurance during calls while getting to the key medical issues." It is because of this consistent pattern of high levels of performance that Heidi deserves to be recognized as the King County EMS Annual Award winner for Sustained Exemplary Performance.



King County EMS Dispatcher of the Year

Mark Wood, Exemplary Handling of an Incident

Mark Wood received the King County EMS annual award for Exemplary Handling of an Incident. Mark received this award for demonstrating outstanding call taking ability while taking a 911 call for a child that had been struck by a vehicle. Due to Mark's efforts, crews were able to quickly arrive on the scene and rush the child to Harborview Medical Center, saving the child's life. NORCOM received a letter of appreciation from Woodinville Fire for their excellent work on this call.

Mark began his dispatch career with Eastside Communications in 2001. Eastside Communications merged with Kirkland Police Communications in 2009 to form NORCOM. Mark previously won this award in 2012, received a King County EMS Lifesaver Award in 2014, and was the Telecommunicator of the Quarter in 2016.

Mark is one of the most fundamentally sound dispatchers at NORCOM. Regardless of the situation, Mark finds himself in; he remains calm and collected with every caller, field unit, and co-worker interaction. Mark has recently started helping out the Training Department with stepping in from time to time training other dispatchers. This is very good news for trainees and NORCOM as a whole, as no one has a better foundation for the job.

Thank you for all you do Mark and congratulations!



Thank you for
allowing us the
privilege to serve

NORCOM 911