



AGENDA

NORCOM Governing Board
December 11, 2020, 9:00 am

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. Consent Agenda
 - A. Governing Board Meeting Minutes November 13, 2020
 - B. Monthly Budget to Actuals Summary and AP Reports November
 - C. Backup Center Lease Update
 - D. Information Technology Updates
5. For Board Decision
 - A. Joint Ops Meetings Decision
 - B. Resolution 187- Amending the 2020 Budget
 - C. Resolution 188 - Adoption of the 2021 Budget
6. Adjournment

The next Governing Board meeting is scheduled for January 8, 2021.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/11/2020
Subject: Governing Board Meeting Minutes November 13, 2020

Executive Summary:

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

Background:

The minutes are routinely submitted to the Governing Board for review, edits, and approval.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

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

Staff Comments:

N/A

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

Governing Board Minutes111320



MEMBERS

Nathan McCommon	City of Bellevue
Kyle Kolling	City of Clyde Hill
Tracey Dunlap	City of Kirkland
Steve Burns	City of Medina
Ed Holmes	City of Mercer Island
Dan Yourkoski	City of Normandy Park (Chair)
Rick Rudometkin	City of Snoqualmie
David Burke	Duvall Fire District #45
Jeff Clark	Eastside Fire & Rescue (Vice-Chair)
Matt Cowan	Shoreline Fire Department
Michael Olson	City of Kirkland (Board Treasurer)

ABSENT

Bruce Kroon	City of Bothell
Chris Connor	Fire District 27
Greg Ahearn	Northshore Fire Department
Tom Langton	Redmond Fire Department
Jay Wiseman	Snoqualmie Pass Fire
James Knisley	Skykomish Fire District #50
Greg Ahearn	Woodinville Fire & Rescue

VISITORS

David Mendel	PSERN
Deb Flewelling	KC E911
Brett Shavers	Community Member

NORCOM STAFF

Bill Hamilton	Executive Director
Roky Louie	Deputy Director, Operations
Katy Myers	Deputy Director, Administrative Services
Judy Cayton	Human Resources Manager
Marianne Ryerson	Finance Manager
Nathan Way	IT Application & Security Architect
Deanna Gregory	Pacifica Law Group
Taki Flevaris	Pacifica Law Group
Brittney Rhodes	Public Records Specialist
Maggie Johanson	Administrative Assistant



o **Call to Order**

Chief Dan Yourkoski, Governing Board Chair, called the Governing Board meeting to order at 9:01 a.m. The meeting was posted publicly and held via video conference due to the COVID pandemic restrictions.

o **Roll Call**

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

o **Open Communications from the Public**

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

o **Consent Agenda**

- **Governing Board Minutes for October 9, 2020 Meeting**
- **Monthly Budget to Actuals Summary and Accounts Payable Report October 2020**
- **Correction to Resolution #177 dated 10/11/19 to Resolution #176**

There was no discussion on any consent agenda items.

Deputy City Manager McCommon made a motion to approve the Consent Agenda. City Administrator Rudometkin seconded the motion.

Motion carried.

o **For Board Decision**

- **Resolution 186 – COVID-19 Public Assistance Grant Authorized Representatives**

Consistent with the grant parameters, it is NORCOM's intent to apply for federal funds to recover COVID-19 related expenses already incurred during 2020. These expenses include staff overtime, safety PPE, cleaning supplies & Plexiglas safety dividers. To apply for this grant, the Washington Military Department requires authorization from NORCOM's highest authority to designate an authorized representative for final contracting documents. NORCOM's highest authority is the Governing Board.

Resolution #186 designates the Executive Director and, as the alternate, the Finance Manager to act as the authorized representative to obtain federal and/or state emergency or disaster assistance funds.



Chief Holmes motioned to approve Resolution 186. Chief Kolling seconded the motion.

Motion carried.

- **NORCOM – Department of Revenue Use Tax owed**

NORCOM is required to pay use tax on purchased goods and certain services through monthly tax filings to the Department of Revenue (DOR). The NORCOM Finance Manager discovered that DOR filings since 2016 have been incomplete. The identification of this error has been voluntarily reported to the DOR, which has resulted in a tax liability of \$167,000 and earning interest.

Under the budget policy adopted in Resolution #182, all expenditures drawn from the reserve funds require prior Board approval.

Deputy City Manager McCommon asked for a statement of the condition of the rate stabilization fund account. Finance Manager Ryerson stated it is currently at 1.2 million, not including additional funds that will be withdrawn to balance out the 2020 budget. Director Hamilton stated that the exact numbers will be provided at the December board meeting with the final budget. The amount of \$167,000 will be paid in full, and then a request for the penalties submitted, bringing the amount down to approximately \$130,000. NORCOM Treasurer Olson stated he is very optimistic that the fees will be waived due to the circumstances but will pursue appealing if the request is denied. Chief Yourkoski commented that the IRS would not even consider waiving fees if not paid in full.

NORCOM seeks approval from the Board to use reserve funds to pay this expense.

Deputy City Manager Dunlap motioned to approve the use of rate stabilization reserve funds to pay this liability as soon as possible to avoid further penalties, Deputy City Manager McCommon seconded the motion.

Motion carried.

- **For Board Briefing**

- **National Fire Operations Reporting System billing procedure (NFORS)**

NORCOM advised the Board of the billing structure for a long-desired Fire data analytics program, commonly known as NFORS. NFORS provides data-related services through various modules. NORCOM has been asked to support the NFORS Analytics Module. This module is implemented by connecting with a fire department's CAD, RMS (Records Management System), or data warehouse for automatic extraction of operational data for ALL TYPE of responses using live time data.



On an annual basis, NORCOM will bill each participating agency based on the agency's share of the number of billable calls for service. The participating agencies will cover all associated costs to include a NORCOM administrative fee.

- **New NORCOM Website**

The NORCOM website was outdated in many ways. Beginning in early 2019, NORCOM identified a vendor, implemented an internal build team, and gathered a great deal of input. After several delays and related challenges, NORCOM has recently "gone live" with the new website. Deputy Director Myers presented the Board with a short demonstration of the new website's features.

- **Department Reports**

Deputy Director Myers and her team provided an information technology updates newsletter.

- **Staff Updates**

There were no staff updates.

- **Executive Session**

Motion to move to Executive Session was made at 9:34 by Chief Holmes, Deputy City Manager McCommon seconded the motion, motion passed. The requested time for the executive session was 20 minutes, the executive session ended at 9:54. No action was taken.

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

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

- **Adjournment**

Once the Executive Session ended, the regular meeting resumed at which time Chief Holmes motioned to adjourn the meeting, Deputy City Manager McCommon seconded the motion.

Motion carried.

Meeting adjourned at 9:55 a.m.



Meeting Minutes
NORCOM Governing Board
November 13, 2020

Next Governing Board meeting scheduled for December 11, 2020.

Approved by:

Chair

Attest:

Secretary



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/11/2020
Subject: Monthly Budget to Actuals Summary and AP Reports November

Executive Summary:

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

Background:

These are routine reports produced monthly for Board review.

Past Board or Other Related Actions:

The Board receives and reviews these reports each month.

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

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

Staff Comments:

Please Note- through the reconciliation of payroll expense accounts, an error was identified by NORCOM staff. Most specifically, it was learned that the February 28th pay period was counted multiple times in NORCOM's total expenses, which caused an error in projected totals percentages of monies spent. This was identified and corrected by NORCOM staff in late November and is reflected in this month's Financial Summary Report

Options

N/A

Risks

N/A

Finance Committee Review: Yes

Nothing additional

Legal Review: No

NA

Joint Operations Board Review: No

NA

Fiscal Impact

Budgeted Y/N: y

Fiscal Year: 2020

Account (s):

Fiscal Note:

Fiscal Impact:

The noted documents have been reviewed by the Finance team.

Attachments

Monthly Budget to Actuals Summary and AP Reports November

501- Operating

Revenues

	2020 Budget	November Activity	Collected to Date	% collected
Subscriber Fees	11,203,938	\$ -	\$ 11,202,958	100%
Agency Reimbursements	148,000	\$ 16,917	\$ 148,230	100%
KC EMS Performance Standards	180,000	\$ 47,728	\$ 116,258	65%
All Other	41,000	\$ 595	\$ 12,432	30%
	11,572,938	65,240	\$ 11,479,877	99%
Transfers In	1,693,239	\$ 137,667	\$ 1,207,449	71%
Revenues + Transfers	13,266,177	202,907	\$ 12,687,326	96%

Expenses

	2020 Budget	November Activity	2020 Spending to Date	% used	Remaining Balance
Salaries & Wages	7,963,847	\$ 576,482	\$ 6,973,694	88%	990,153
Professional Development	-	\$ -	\$ -		-
Professional Reimbursements	4,200	\$ -	\$ 4,480	107%	(280)
Uniforms	-	\$ -	\$ -		-
Medical	1,223,184	\$ 86,057	\$ 1,034,420	85%	188,764
Dental	103,003	\$ 7,537	\$ 89,943	87%	13,060
Vision	15,095	\$ 1,001	\$ 11,872	79%	3,223
Long-Term Health	7,390	\$ 515	\$ 6,988	95%	402
Medicare	120,550	\$ 7,457	\$ 94,735	79%	25,815
MEBT	515,459	\$ 36,892	\$ 472,383	92%	43,076
PERS	1,055,860	\$ 74,120	\$ 964,271	91%	91,589
Washington FMLA	14,785	\$ 827	\$ 10,335	70%	4,450
Unemployment	40,138	\$ 677	\$ 49,650	124%	(9,512)
Workers Comp	12,093	\$ 1,266	\$ 16,315	135%	(4,222)
	11,075,604	792,831	\$ 9,729,087	88%	1,346,517
Cellular/Telephone Services	124,440	\$ 9,069	\$ 106,091	85%	18,349
Human Resource Services	126,500	\$ 1,663	\$ 68,356	54%	58,144
Insurance	78,000	\$ -	\$ 82,911	106%	(4,911)
Leases- Equipment	19,500	\$ 1,576	\$ 15,771	81%	3,729
Leases- Facility/Radio	541,000	\$ 158,952	\$ 511,405	95%	29,595
Leases- Parking	105,000	\$ -	\$ 50,857	48%	54,143
Legal Services	100,000	\$ 49,696	\$ 276,133	276%	(176,133)
Non-capital Equipment	48,465	\$ 943	\$ 41,744	86%	6,721
Professional Services	326,400	\$ 1,808	\$ 231,253	71%	95,147
Repair & Maintenance - Building	7,500	\$ -	\$ -	0%	7,500
Repair & Maintenance - IT	1,056,250	\$ 158,421	\$ 1,107,666	105%	(51,416)
Software/ Licensing	31,200	\$ 9,933	\$ 57,369	184%	(26,169)
Supplies	24,555	\$ 2,818	\$ 31,395	128%	(6,840)
Travel/Training	83,970	\$ (613)	\$ 53,436	64%	30,534
All Other	4,050	\$ 564	\$ 5,935	147%	(1,885)
Fund Transfers		\$ -	\$ -		-
	2,676,830	394,829	\$ 2,640,322	99%	36,508
GRAND TOTAL	13,752,434	1,187,660	\$ 12,369,408	90%	1,383,026

502- Capital Projects

Beginning Fund Balance

Expenditures:	2020 Budget	November Activity	2020 Spending to Date	% used	Remaining Balance
Computer Equipment		\$ 1,026	\$ 53,952		
Professional Services		\$ 16,412	\$ 20,801		
R&M - Software Maintenance		\$ -	\$ 246,542		
		17,438	321,295.44		

503- Equipment Replacement:

	2020 Budget	November Activity	2020 Spending to Date	% used	Remaining Balance
Computer Hardware-NonCapital		\$ -	\$ 4,680		
Repair & Maintenance - IT		\$ -	\$ 25,166		
		\$ -	\$ 29,846		

505-E 911 Escrow

	2020 Budget	November Activity	Collected to Date	% collected
E-911 Escrow		\$ -	\$ 1,053,218	
Investment Interest	-	\$ 871	\$ 7,854	
		871	\$ 1,061,072	

	2020 Budget			2020 Spending to Date	% used	Remaining Balance
Transfers Out	1,693,239	\$ -	\$	1,069,782	63%	623,457

NORCOM Financial Summary

for Period Ending November 30, 2020

	2020 Amended Budget	Actual	Percent of Budget
<u>501 - Operating Fund</u>			
2019 Beginning Fund Balance	781,950	\$0	
Agency Revenue	11,203,938	\$ 11,202,958	99.99%
Other Revenue	369,000	\$ 276,919	75.05%
Transfers In	1,860,239	1,207,449	64.91%
Revenue Collected	13,433,177	12,687,326	94.45%
Total Resources	14,215,127	12,687,326	
Personnel Expenditures	11,075,604	\$ 9,729,087	87.84%
Operating Expenditures	2,676,830	\$ 2,640,322	98.64%
Transfers Out	295,693	\$ -	0.00%
Total Expenditures	14,048,127	12,369,408	88.05%
Available Fund Balance	\$167,000	\$ 317,917.94	
<u>502 - Capital Projects Fund</u>			
2019 Beginning Fund Balance	45,391	\$999,491	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	45,391	999,491	
Expenditures	-	\$ 321,295	0.00%
Transfers Out	-	\$ -	0.00%
Total Expenditures	-	321,295	0.00%
Available Fund Balance	\$45,391	\$678,196	
<u>503 - Equipment Replacement Reserve</u>			
2019 Beginning Fund Balance	506,361	\$716,361	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	506,361	716,361	
Expenditures	132,000	\$ 29,846	22.61%
Transfers Out	-	-	0.00%
Total Expenditures	132,000	29,846	22.61%
Available Fund Balance	\$374,361	\$686,515	

	2020 Amended Budget	Actual	Percent of Budget
<u>504 - Operating Expense Reserve</u>			
2019 Beginning Fund Balance	\$ 120,098	\$120,098	
Investment Interest	\$ -	-	0.00%
Other Revenue	\$ -	-	0.00%
Transfers In	\$ -	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	120,098	120,098	
Personnel Expenditures	-	-	0.00%
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance	\$120,098	\$120,098	
<u>505 - E-911 Escrow Trust</u>			
2019 Beginning Fund Balance	\$568,790	\$483,371	
Operating Revenue	1,393,239	\$1,053,218	75.59%
Investment Interest	-	7,854	0.00%
Other Revenue	-	-	0.00%
Revenue Collected	1,393,239	1,061,072	76.16%
Total Resources	1,962,029	1,544,443	
Expenditures	-	-	0.00%
Transfers Out	1,524,282	1,069,782	70.18%
Total Expenditures	1,524,282	1,069,782	70.18%
Available Fund Balance	\$437,747	\$474,661	
<u>506 - Rate Stabilization Reserve</u>			
2019 Beginning Fund Balance	\$1,424,539	\$1,274,041	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	1,424,539	1,274,041	
Expenditures	-	-	0.00%
Transfers Out	167,000	137,667	82.44%
Total Expenditures	167,000	137,667	82.44%
Available Fund Balance	\$1,257,539	\$1,136,374	

NORCOM

ACTIVITY NOVEMBER 1, 2020 THROUGH NOVEMBER 30, 2020

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: 1,230,218.47

Checks by Date – Detailed by Check Date Report attached

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

Michael Olson, Treasurer

Date

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

Governing Board Chair

Date

Governing Board Vice Chair

Date

Accounts Payable

Checks by Date - Detail by Check Date

User: mryerson
Printed: 12/2/2020 10:43 AM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120 101820	ADP PPE Payroll Processing Fee	11/06/2020	500.00
Total for this ACH Check for Vendor 120:				500.00
ACH	131 101820	HEALTH EQUITY PPE HSA Contributions Payable	11/06/2020	1,140.60
Total for this ACH Check for Vendor 131:				1,140.60
ACH	132 101820	WILMINGTON TRUST PPE MEBT Contributions Payable	11/06/2020	37,123.22
Total for this ACH Check for Vendor 132:				37,123.22
ACH	134 NOV2020	COLONIAL LIFE Supplemental Ins Premiums	11/06/2020	1,471.09
Total for this ACH Check for Vendor 134:				1,471.09
ACH	140 NOV2020	RELIANCE STANDARD Life/LTD Premiums	11/06/2020	1,640.85
Total for this ACH Check for Vendor 140:				1,640.85
ACH	327 102320 102320 102320	ASSOCIATION OF WASHINGTON CITIE Dental Premiums Vision Premiums Medical Premiums	11/06/2020	8,728.79 1,127.12 94,363.94
Total for this ACH Check for Vendor 327:				104,219.85
ACH	67 102620 102620 102620	DEPT OF REVENUE Sales Tax Sales Tax Sales Tax	11/06/2020	472.05 376.20 20.00
Total for this ACH Check for Vendor 67:				868.25
ACH	679 111062020 211062020 311062020 411062020 511062020	ADP, LLC FMLA Taxes Payable ESD Taxes Payable Medicare Taxes Payable Federal Taxes Payable Net Pay	11/06/2020	1,126.13 445.76 7,713.91 27,679.95 201,669.77
Total for this ACH Check for Vendor 679:				238,635.52
18940	693 291669	CENTRAL SQUARE TECHNOLOGIES Installation Services	11/06/2020	9,350.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 18940:	9,350.00
18941	8 101020	CENTURYLINK Telephone Service	11/06/2020	1,327.41
			Total for Check Number 18941:	1,327.41
18942	9 161092868	CENTURYLINK Telephone Service	11/06/2020	188.12
			Total for Check Number 18942:	188.12
18943	11 37135	CITY OF BELLEVUE Q3 2020 CoLocation	11/06/2020	26,403.48
			Total for Check Number 18943:	26,403.48
18944	324 55344	CRISTA MINISTRIES Crista Radio Site Lease - NOV	11/06/2020	513.10
			Total for Check Number 18944:	513.10
18945	293 FW107179	FIRSTWATCH Annual Support & Maintenance	11/06/2020	13,365.38
			Total for Check Number 18945:	13,365.38
18946	565 7039863	GLOBALSTAR Orbit Network Services	11/06/2020	309.30
			Total for Check Number 18946:	309.30
18947	675 102320	ICMA-RC VANTAGEPOINT TRANSFER ICMA 457 Contr PE 10/23/20	11/06/2020	5,373.56
			Total for Check Number 18947:	5,373.56
18948	185 11671096	KRONOS TeleStaff Service	11/06/2020	3.74
			Total for Check Number 18948:	3.74
18949	256 2020-0631	PUBLIC SAFETY TESTING INC Subscription Fees Q3 (July- SEPT 2020)	11/06/2020	978.00
			Total for Check Number 18949:	978.00
18950	366 102820	T MOBILE Test Cell Phone Service	11/06/2020	18.27
			Total for Check Number 18950:	18.27
18951	74 101920	UNUM Long Term Care	11/06/2020	510.40
			Total for Check Number 18951:	510.40
18952	79 9864804823	VERIZON WIRELESS Cell Phone Service	11/06/2020	2,017.48
			Total for Check Number 18952:	2,017.48

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for 11/6/2020:				445,957.62
18953	75	US BANK CORPORATE PAYMENT SYS	11/09/2020	
	112-0093345	Operating Supplies - Cleaning Supplies		30.78
	112-3050760	Computer Equipment - Cables		327.40
	112-3050760	Computer Equipment - Cables		441.36
	112-5472809	Computer Equipment - Cables		256.88
	112-5749324	Operating Supplies - Picture Frames		52.78
	112-8286891	Office Supplies - White Out		10.99
	112-9434709	Consumable Goods - Coffee		27.99
	1256970792	Software/Licensing - Adobe		16.49
	1274254891	Software/Licensing - Adobe		16.49
	13574354	Consumable Goods - Water		265.96
	15503583	Parking Lease 700 Building		2,700.00
	206052	WAPRO Fall Conference Registration		25.00
	206060	WAPRO Fall Conference Registration		25.00
	2660	Operating Supplies - Paper		158.40
	51262	Consumable Goods - Coffee		131.33
	517474	Secretary of State Annual Report		10.00
	59472	Consumable Goods - IT Appreciation Day Good		77.64
	624540	Operating Supplies - Cleaning Supplies		16.75
	662833	Amazon Refund		-15.38
	69209	Operating Supplies - IT Appreciation Day Suppli		3.30
	733864	Postage		77.00
	737781	APCO Recertification		200.00
	744013	Operating Supplies - Fabric		3.30
	75856	Operating Supplies - Paper		106.69
	78464	Operating Supplies - Disinfectant Wipes		5.49
	816866	Costco Refund		-12.14
	843361	Hotel Refund		-684.71
	871189	Operating Supplies - Cleaning Supplies		13.17
	87794	Consumable Goods - Creamer		8.69
	900674	Operating Supplies - Cleaning Supplies		6.04
Total for Check Number 18953:				4,302.69
Total for 11/9/2020:				4,302.69
18954	640	JUDITH CAYTON	11/13/2020	
	100520	Labor Relations Training		22.00
Total for Check Number 18954:				22.00
18955	657	FOSTER GARVEY	11/13/2020	
	2761735	2020 Employee Investigations - Public Records		1,148.00
	2768396	Integrated Public Safety Solution - RAADAR		4,757.37
	2768397	Inter and Intra Agency Comm - RAADAR		4,699.62
	2768398	Inter and Intra Agency Comm - RAADAR		4,830.00
	2768399	Inter and Intra Agency Comm - RAADAR		14,437.50
	2768400	RAADAR		120.75
Total for Check Number 18955:				29,993.24
18956	292	SHRED-IT USA INC	11/13/2020	
	8180663455	Shredding Service		115.34
Total for Check Number 18956:				115.34

Check No	Vendor No	Vendor Name	Check Date	Check Amount
	Invoice No	Description	Reference	
18957	88	WELLS FARGO FINANCIAL LEASING	11/13/2020	
	5012279440	Printer/Copier		1,405.08
Total for Check Number 18957:				1,405.08
Total for 11/13/2020:				31,535.66
ACH	120	ADP	11/20/2020	
	110120	PPE Payroll Processing Fee		436.08
	111320	PPE Payroll Processing Fee		158.30
Total for this ACH Check for Vendor 120:				594.38
ACH	131	HEALTH EQUITY	11/20/2020	
	110120	PPE HSA Contributions Payable		1,140.60
Total for this ACH Check for Vendor 131:				1,140.60
ACH	132	WILMINGTON TRUST	11/20/2020	
	110120	PPE MEBT Contributions Payable		33,855.69
Total for this ACH Check for Vendor 132:				33,855.69
ACH	133	DEPT OF RETIREMENT SYSTEMS	11/20/2020	
	OCT20	PERS Contributions		131,084.01
Total for this ACH Check for Vendor 133:				131,084.01
ACH	67	DEPT OF REVENUE	11/20/2020	
	0-017-051-033	Use tax payment 2016 -2020		5,812.76
	0-017-051-033	Use tax payment 2016 -2020		2,008.71
	0-017-051-033	Use tax payment 2016 -2020		535.33
	0-017-051-033	Use tax payment 2016 -2020		217.35
	0-017-051-033	Use tax payment 2016 -2020		67.20
	0-017-051-033	Use tax payment 2016 -2020		2,840.53
	0-017-051-033	Use tax payment 2016 -2020		3,591.61
	0-017-051-033	Use tax payment 2016 -2020		84.51
	0-017-051-033	Use tax payment 2016 -2020		41,637.07
	0-017-051-033	Use tax payment 2016 -2020		5.60
	0-017-051-033	Use tax payment 2016 -2020		1,122.82
	0-017-051-033	Use tax payment 2016 -2020		576.05
	0-017-051-033	Use tax payment 2016 -2020		92.63
	0-017-051-033	Use tax payment 2016 -2020		1,968.45
	0-017-051-033	Use tax payment 2016 -2020		15,703.44
	0-017-051-033	Use tax payment 2016 -2020		1,297.61
	0-017-051-033	Use tax payment 2016 -2020		61.76
	0-017-051-033	Use tax payment 2016 -2020		506.64
	0-017-051-033	Use tax payment 2016 -2020		425.60
	0-017-051-033	Use tax payment 2016 -2020		56,384.36
	0-017-051-033	Use tax payment 2016 -2020		1,256.78
	0-017-051-033	Use tax payment 2016 -2020		850.00
	0-017-051-033	Use tax payment 2016 -2020		163.92
	0-017-051-033	Use tax payment 2016 -2020		362.51
	0-017-051-033	Use tax payment 2016 -2020		93.60
Total for this ACH Check for Vendor 67:				137,666.84
ACH	703	WAFD Bank	11/20/2020	
	101520	Analysis Service Charge		52.28

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 703:				52.28
ACH	705 111420	HARLAND CLARKE CHECK Checks Order	11/20/2020	62.38
Total for this ACH Check for Vendor 705:				62.38
18958	2 751539	APCO INTERNATIONAL WA Chapter Membership	11/20/2020	893.00
Total for Check Number 18958:				893.00
18959	11 36852 37121 37129 37319 37494 37550	CITY OF BELLEVUE Monthly Rent Bellevue CH - SEPT2020 Monthly Rent Bellevue CH - OCT2020 Monthly Parking Spaces - SEPT2020 Monthly Rent Bellevue CH - NOV2020 Monthly Parking Spaces - OCT2020 Monthly Parking Spaces - NOV2020	11/20/2020	44,011.64 44,011.64 1,832.60 44,011.64 1,832.60 1,832.60
Total for Check Number 18959:				137,532.72
18960	447 298452 299037	FIRST CHOICE COFFEE SERVICES Ice Machine Ice Machine	11/20/2020	65.95 104.50
Total for Check Number 18960:				170.45
18961	657 2758894 2758895 2758896	FOSTER GARVEY RAADAR Inter and Intra Agency Comm - RAADAR Inter and Intra Agency Comm - RAADAR	11/20/2020	120.75 1,895.62 1,941.75
Total for Check Number 18961:				3,958.12
18962	675 110620	ICMA-RC VANTAGEPOINT TRANSFER ICMA 457 Contr PE 11/06/20	11/20/2020	5,355.17
Total for Check Number 18962:				5,355.17
18963	557 4901476	LANGUAGE LINE SERVICES Over-the-Phone Interpretation	11/20/2020	994.03
Total for Check Number 18963:				994.03
18964	586 2020-11	MEYDENBAUER CENTER NOV2020 Construction Emp Parking	11/20/2020	1,950.00
Total for Check Number 18964:				1,950.00
18965	569 110620	NORCOM ASSOCIATED GUILD NOV 2020 NAG Dues	11/20/2020	2,035.00
Total for Check Number 18965:				2,035.00
18966	52 63859 63860 64258	PACIFICA LAW GROUP Public Records Special Projects Professional Services thru OCT 2020 - General I Public Records Special Projects	11/20/2020	2,666.00 1,950.00 11,129.00
Total for Check Number 18966:				15,745.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
18967	673 110620	PUBLIC SAFETY EMPLOYEES UNION NOV 2020 PSEU Dues	11/20/2020	602.17
Total for Check Number 18967:				602.17
18968	364 10272020	AT&T Cell Phone Service	11/20/2020	474.88
Total for Check Number 18968:				474.88
18969	3 10282020	AT&T MOBILITY Cell Phone Service	11/20/2020	212.41
Total for Check Number 18969:				212.41
18970	210 102020	CENTURYLINK Radio Site Connection Charge -Snoqualmie EU	11/20/2020	173.12
Total for Check Number 18970:				173.12
18971	11 37128 37493 37549	CITY OF BELLEVUE Fiber Usage Rental Fee - SEPT Fiber Usage Rental Fee - OCT Fiber Usage Rental Fee - NOV	11/20/2020	477.00 477.00 477.00
Total for Check Number 18971:				1,431.00
18972	28 10229	EPSCA Monthly Radio Access Fees	11/20/2020	812.76
Total for Check Number 18972:				812.76
18973	185 11677319	KRONOS TeleStaff Annual Subscription	11/20/2020	10,560.00
Total for Check Number 18973:				10,560.00
18974	505 802365-20201031	LEXISNEXIS RISK SOLUTIONS DORS Annual License	11/20/2020	6,670.13
Total for Check Number 18974:				6,670.13
18975	630 110120	SITECRAFTING INC Website Management and Maintenance 9/12/20 -	11/20/2020	7,062.00
Total for Check Number 18975:				7,062.00
18976	65 847357399-142	SPRINT Wireless Service	11/20/2020	63.17
Total for Check Number 18976:				63.17
18977	499 130-16955	TYLER TECHNOLOGIES Brazos eCitation - PDA Maintenance	11/20/2020	2,238.29
Total for Check Number 18977:				2,238.29
18978	692 102820	ZIPLY FIBER Phone Services	11/20/2020	798.58
Total for Check Number 18978:				798.58
18979	698	MORNEAU SHEPELL LIMITED	11/20/2020	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	1283922	Employee Assistance Program - Nov 2020		293.06
			Total for Check Number 18979:	293.06
18980	666 20-273	RAYMOND POLYGRAPH SERVICES Polygraph Examination	11/20/2020	325.00
			Total for Check Number 18980:	325.00
			Total for 11/20/2020:	504,806.24
ACH	679	ADP, LLC	11/29/2020	
	111202020	FMLA Taxes Payable		1,127.99
	211202020	ESD Taxes Payable		231.11
	311202020	Medicare Taxes Payable		7,199.47
	411202020	Federal Taxes Payable		25,780.93
	511202020	Net Pay		209,276.76
			Total for this ACH Check for Vendor 679:	243,616.26
			Total for 11/29/2020:	243,616.26
			Report Total (57 checks):	1,230,218.47



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/11/2020
Subject: Backup Center Lease Update

Executive Summary:

NORCOM staff had previously shared concerns with the Board regarding the health and comfort of our dispatch employees while deployed to the Redmond back-up center. The COVID-19 pandemic heightened these concerns and a larger backup space was identified. At the Boards direction, staff entered into negotiations with the City of Redmond for this space. On 12/3/2020, the negotiation and approval process concluded and as authorized, the Chair executed a 10 year lease agreement for \$36,993 per year, effective January 1, 2021.

Background:

At the June, September and October 2020 Governing Board meetings, staff presented the Board with a proposal to lease a larger and safer backup center space at the City of Redmond Police Department. The Board was very supportive and provided additional direction to staff. The Board ultimately authorized the Chair to work with the Director to negotiate and sign a Lease agreement with the City of Redmond, not to exceed \$37,000 per year.

Past Board or Other Related Actions:

The Governing Board previously authorized the Board Chair to work with the Director to negotiate and sign a Lease agreement with the City of Redmond, not to exceed \$37,000 per year.

Policy and Strategic Implications:

NA

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends the Board receive this information and respond or provide direction as desired.

Staff Comments:

Staff is very grateful for the Governing Boards' support of our employees and for funding this important project during difficult times.

Options

None

Risks

None

Finance Committee Review: Yes

The Finance Committee is aware of this lease agreement.

Legal Review: No

NA

Joint Operations Board Review: No

NA

Fiscal Impact

Budgeted Y/N: Y

Fiscal Year: 2021

Account (s):

Fiscal Note:

Fiscal Impact:

This lease shall be funded from budgeted funds.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/11/2020
Subject: Information Technology Updates

Executive Summary:

The December Information Technology Update is presented to the Board for review, input, and questions.

Background:

The Information Technology Update is routinely provided to the Board.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends the Board review the update and offer input or questions as desired.

Staff Comments:

N/A

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

December IT Updates



Information Technology Updates

From: Katy Myers, DDofA

December 2020

Radio

PSERN

- FTAC1 out of service – has been escalated with PSERN. The issue is with radios not hearing each other talk on the same talkgroup if they are affiliated with a different radio system.
- Demobilization of old equipment occurring in 2021.
- Encryption decisions due 12/15/2020
- Equipment ordering is coming soon

Telephone Systems

NORCOM Business Service Outage 11/29/2020 – Due to a technical issue with our local service provider (Century Link) no one at NORCOM could make local telephone calls or transfer to local phone numbers. The outage lasted 3 and ¾ days. Our IT staff were able to temporarily reroute outgoing local calls on the administrative phones to route through Shoreline Fire's phone system. The outage has led to our staff to review other business telephone service providers.

NORCOM 911 Outage 10/22/2020 – Still waiting for the results and corrective actions from the State 911 Coordinator's Office and PSAPs.

Outage follow-up actions:

- Monitor for the investigation final report.
- Investigate how our originating carrier networks are set up for last routing options within our primary PSAP boundaries. *Have updated one service provider, working on the others.*
- (Prior outage) Ensure all IT staff know the county and state notification processes. Document process. *Status: In Process.*
- (Prior outage) Educate 911 Operations and IT staff on Condition 4 routing and its impacts. Document notification process. *Status: In Process.*
- (Prior outage) Contact Century Link for maps of central offices and their impacted areas. *Status: Waiting for maps from Century Link.*

T-Mobile Location Based Routing

Waiting on initial reporting.

911 Platform Replacement

King Count 911 Program Office is leading a project to replace the current 911 call taking systems at all King County PSAPs. Status: RFP was published, responses were due 11/25/2020. Roky Louie serves on the RFP scoring committee. Katy Myers serves on the change management committee.

Systems and Programs

Other Outages

- Internet Outage – 12/3/2020. Admin experienced a 40 minute internet outage. This occurred when some firewall work was being completed. The system should have automatically failed to the back-up however an incorrect IP address had been programmed. The issue has been fixed.

RAADAR

- Valley Comm Connection: Waiting for Valley Comm IT to set up connection into their database.
- Added clickable hyperlinks to certain call narratives for SNO911.
- NG911 Grant Contract has been signed. NORCOM is working on its first reimbursement request.
- Completing an annual login audit, the Liaisons will be reaching out to our users.

Other Notable Work

- New help desk system – NORCOM is going to be moving to a new help desk ticketing system January 11, 2021. A more detailed notice will be coming out in a few days. This new system costs the same as our current system, but provides additional functionality.
- Single CAD System – Demonstration of Fire dispatching and response on Tyler scheduled for Monday, December 14th, 2020 at 1100. The session will be recorded for those who cannot

attend. Updated schedule now calls for recommendation from Zone 1 Tech OPS to OPS Chiefs to Fire Chiefs during late January, with a final recommendation and to the Governing Board during the February 2020 Board Meeting.

- Alphanumeric Paging – NORCOM is working with the Fire Operations Technical Committee to identify needs, and options. No change.
- ePASS – Development work continues – radio assignment to personnel and units in Tyler.
- Navigator – Demonstration held 11/9/2020, working to finalize a usable product to have SMEs in the field begin working with it.
- NORCOM participated in a food drive challenge between NORCOM, Valley Comm and King County. NORCOM won overall and our IT team came in third place donating just over 27 items per team member. Overall results:
 - NORCOM 1396 (80 employees)
 - Valley Com 778 (120 employees)
 - King County 275 (65 employees)
 - Total of nearly 2500 food items raised for the community.

Projects

November Back-Up Center Activation

On November 21st, 2020 the Back Up center was activated to accommodate fire system testing at Bellevue City Hall. Six radio positions operated in the new, larger area, and five telephone positions operated in the previous back-up center area. No issues were reported. Congratulations to our IT staff, Zeb Middleton, Andrew Johnson, and Sean Goehner who basically put together a 911 PSAP in just 10 days. With the final lease agreement being complete we will now work with the City of Redmond to get updated quotes for work so we can complete the move into the EOC in 2021.

Externally Lead Projects

- FirstDue – Implementing XML data solution for Bellevue Fire's First Due Size Up platform. Initial service and programming is created and waiting for feedback.
- Bellevue PD Portal Data – weekly steering committee meeting to determine how NORCOM can support BPDs plan to release certain types of data to the public.

IT NOTES:

During the week between Christmas and New Years many vendors close their shops and are unavailable for routine work. You may see a decrease of work accomplished during this month due to the lack of vendor support.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/11/2020
Subject: Joint Ops Meetings Decision

Executive Summary:

On July 10, 2020, NORCOM staff advised the Board that due to many factors, including the impacts of the COVID-19 global pandemic, the Joint Operating Board has not convened for an extended period of time. Based on available documentation, it appears that the last Joint Operations Board meeting occurred on March, 28, 2019.

The Board discussed options and voted to temporarily suspend the Joint Operations Board and revisit the issue at the December 2020 Governing Board meeting.

Background:

Section 7 of the NORCOM Interlocal Agreement defines the roles and responsibilities of the Joint Operating Board. The Joint Operations Board has existed since NORCOM was formed and convened regularly. However, over time, the committee meetings became infrequent and then ceased occurring altogether.

Staff seeks direction from the Governing Board in this regard.

Past Board or Other Related Actions:

On July 10, 2020, the Board directed NORCOM to place this topic on the December 2020 meeting agenda for discussion and decision.

Policy and Strategic Implications:

The Board's decision in this matter may require a formal modification to the ILA. Modifications to the Interlocal Agreement likely requires review and approval via individual Council or Board processes at each agency.

NORCOM Staff Recommendation:

NORCOM Staff respectfully recommends the Governing Board consider whether the Joint Operations Board function remains a viable asset. Should the Board decide to continue with the Joint Operations Board function, staff recommends continued suspension until the pandemic has ended.

Should the Board vote to proceed with the process necessary to end the Joint Operations Board function and amend the ILA, staff respectfully recommends that Board also consider the inclusion of any other possible ILA amendments or edits.

Staff Comments:

It is worth noting that the Joint Operations Board was formed for various reasons to include ensuring that both Fire and Police input was gathered prior to an operational decision by the Board. The Joint Ops Board members are also tasked with providing updates and input to their respective Board members.

Since the Ops Board last convened, many members have changed organizational assignments or positions. Some members now sit on the Governing Board and some others have retired since they last convened.

The Police and Fire Operations Boards remain highly effective and collaborative.

Options

The Board may choose to:

- 1) Direct NORCOM to immediately begin Joint Operations Board meetings.
- 2) Continue to postpone Joint Operations Committee meetings.
- 3) Eliminate the Joint Operations Board function (which likely requires additional political processes for each agency).

Risks

None noted.

Finance Committee Review: No

NA

Legal Review: No

NORCOM legal counsel has previously advised the Board in regard to this item.

Joint Operations Board Review: No

NA

Fiscal Impact

Budgeted Y/N: N

Fiscal Year: 2021

Account (s):

Fiscal Note:

Fiscal Impact:

No fiscal impacts.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/11/2020
Subject: Resolution 187- Amending the 2020 Budget

Executive Summary:

The Governing Board is aware that 2020 budget management was hampered by various challenges, including the incorrect assumption of the beginning fund balance resources in the Operating Fund for 2020. This has been shared with the Governing Board and Finance Committee in previous meetings beginning in August 2020.

NORCOM seeks Board approval to adjust the 2020 operating budget through the use of four funds- the Capital Projects, E-911 Escrow, Operating Expense Reserve and Rate Stabilization fund.

Background:

In August 2020 NORCOM management presented a reconciliation of the 2019 operating fund activities, and its projections of 2020 Operating Fund ending fund balance, resulting in a projected negative ending fund balance of (\$536,742).

NORCOM staff continued to identify and execute cost savings opportunities to include eliminating all discretionary spending for 2020. In November 2020 staff performed a reconciliation of all 2020 expenses and projections for the last month of 2020 and identified the Operating fund is still projected to end with a negative fund balance. However, the cost savings measures have had a positive impact and the amount needed to correct the fund has been reduced from \$526,742 to \$319,257.

The Finance Committee has offered guidance in this regard as noted in Resolution 187.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

The over-expenditure of the 2020 budget correlated in an overestimate of 2020 Operating Fund beginning fund balance. NORCOM is seeking approval to balance the 2020 Operating fund through the transfer of funds from its 4 other funds.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval to approve Resolution 187.

Staff Comments:

No additional comments

Options

N/A

Risks

The request for budget amendment allows NORCOM to balance the 2020 Operating budget.

Finance Committee Review: Yes

The Finance Committee recommends adjusting the operating budget through transfers from the Rate Stabilization Reserve, Operating Expense Reserve, E-911, and Capital Projects funds

Legal Review: No

NA

Joint Operations Board Review: No

NA

Fiscal Impact

Budgeted Y/N: N

Fiscal Year: 2020

Account (s):

Fiscal Note:

Fiscal Impact:

The Finance Committee recommends adjusting the operating budget through transfers from the Rate Stabilization Reserve, Operating Expense Reserve, E-911, and Capital Projects funds

Attachments

Resolution 187 - Amending 2020 Budget

Resolution 187 - Appendix A

Resolution 187 Presentation

RESOLUTION 187

RESOLUTION OF THE GOVERNING BOARD OF NORCOM AMENDING THE 2020 BUDGET

WHEREAS, By Resolution 177, the NORCOM Governing Board adopted the 2020 budget;
and

WHEREAS, The NORCOM Governing Board desires to amend the 2020 budget

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

Section 1. The changes to the 2020 Budget for NORCOM, attached as incorporated in Exhibit A is adopted.

Section 2. A summary of the 2020 amended ending fund balances are as follows:

Fund	Budgeted Ending Fund Balance	Transfers	Amended Ending Fund Balance
Operating	(319,257)	319,257	-
Capital Projects	453,719	(19,257)	434,462
Equipment Replacement	673,681	-	673,681
Operating Expense	120,098	(100,000)	20,098
E-911 Escrow	183,371	(100,000)	83,371
Rate Stabilization	1,107,041	(100,000)	1,007,041
Total	2,218,653	-	2,218,653

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

Passed by a majority vote of the Governing Board in an open public meeting on this 11th of December, 2020.

Signed in authentication thereof on this 11th day of December, 2020.

Chair

Attest

RESOLUTION 187- APPENDIX A- AMENDING NORCOM BUDGET
2020 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2020 Beg. Fund Balance	-	999,491	716,361	120,098	483,371	1,274,041	3,593,362
Revenue:							
From Participating Agencies	11,203,938	-	-	-	-	-	\$ 11,203,938
E-911 Revenue	-	-	-	-	1,393,239	-	\$ 1,393,239
Miscellaneous Revenues	369,000	-	-	-	-	-	\$ 369,000
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenues	11,572,938.00	-	-	-	1,393,239.00	-	12,966,177.00
Total 2020 Resources	\$ 11,572,938	\$ 999,491	\$ 716,361	\$ 120,098	\$ 1,876,610	\$ 1,274,041	\$ 16,559,539
Expenditures							
Salaries & Wages	7,963,847	-	-	-			7,963,847
Personnel Benefits	3,111,757	-	-	-			3,111,757
Operating Services & Supplies	2,676,830	-	-	-			2,676,830
Capital Outlays	-	545,772	42,680	-			588,452
Total expenses	\$ 13,752,434	\$ 545,772	\$ 42,680	\$ -	\$ -	\$ -	\$ 14,340,886
Transfers:							
Transfers In	1,860,239	-	-	-	-	-	1,860,239
Transfer Out:							
To Operating	-	-	-	-	1,693,239	167,000	1,860,239
To Rate Stabilization	-	-	-	-		-	-
Transfers In less Transfers out	\$ 1,860,239	\$ -	\$ -	\$ -	\$ (1,693,239)	\$ (167,000)	\$ -
2020 Ending Fund Balance	\$ (319,257)	\$ 453,719	\$ 673,681	\$ 120,098	\$ 183,371	\$ 1,107,041	\$ 2,218,653
Resolution: Additional Transfers	319,257	(19,257)		(100,000)	(100,000)	(100,000)	-
Ending Fund Balance	\$ -	\$ 434,462	\$ 673,681	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 2,218,653



Governing Board

December 11, 2020



2020 Year-End Financial Position

2020 Initial
Operating Fund
variance
projections
presented in
August

Action	Amount
Estimated Ending Balance with No Changes	(\$982,933)
Cancel transfer from Operating Fund to the Operating Expense Reserve and the Rate Stabilization Funds	\$295,693
--Replenish 2020 Beginning Fund Balance (from Rate Stabilization)	\$150,498
-- Provide sufficient cash to end 2020 in a positive fund balance position (300k Rate Stabilization, 100k ER&R, 100k Ops Reserve, \$36,742 Cap Projects)	<u>\$536,742</u>
Total Adjustments	\$982,933
Estimated 2020 Ending Fund Balance	\$0

December Operating Fund variance projections

RESOLUTION 187- APPENDIX A- AMENDING NORCOM BUDGET 2020 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2020 Beg. Fund Balance	-	999,491	716,361	120,098	483,371	1,274,041	3,593,362
Revenue:							
From Participating Agencies	11,203,938	-	-	-	-	-	\$ 11,203,938
E-911 Revenue	-	-	-	-	1,393,239	-	\$ 1,393,239
Miscellaneous Revenues	369,000	-	-	-	-	-	\$ 369,000
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenues	11,572,938.00	-	-	-	1,393,239.00	-	12,966,177.00
Total 2020 Resources	\$ 11,572,938	\$ 999,491	\$ 716,361	\$ 120,098	\$ 1,876,610	\$ 1,274,041	\$ 16,559,539
Expenditures							
Salaries & Wages	7,963,847	-	-	-			7,963,847
Personnel Benefits	3,111,757	-	-	-			3,111,757
Operating Services & Supplies	2,676,830	-	-	-			2,676,830
Capital Outlays	-	545,772	42,680	-			588,452
Total expenses	\$ 13,752,434	\$ 545,772	\$ 42,680	\$ -	\$ -	\$ -	\$ 14,340,886
Transfers:							
Transfers In	1,860,239	-	-	-	-	-	1,860,239
Transfer Out:							
To Operating	-	-	-	-	1,693,239	167,000	1,860,239
To Rate Stabilization	-	-	-	-		-	-
Transfers In less Transfers out	\$ 1,860,239	\$ -	\$ -	\$ -	\$ (1,693,239)	\$ (167,000)	\$ -
2020 Ending Fund Balance	\$ (319,257)	\$ 453,719	\$ 673,681	\$ 120,098	\$ 183,371	\$ 1,107,041	\$ 2,218,653



2020 Budget Resolution 187

RESOLUTION 187- APPENDIX A- AMENDING NORCOM BUDGET
2020 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2020 Beg. Fund Balance	-	999,491	716,361	120,098	483,371	1,274,041	3,593,362
Revenue:							
From Participating Agencies	11,203,938	-	-	-	-	-	\$ 11,203,938
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Miscellaneous Revenues	369,000	-	-	-	-	-	\$ 369,000
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenues	11,572,938.00	-	-	-	1,393,239.00	-	12,966,177.00
Total 2020 Resources	\$ 11,572,938	\$ 999,491	\$ 716,361	\$ 120,098	\$ 1,876,610	\$ 1,274,041	\$ 16,559,539
Expenditures							
Salaries & Wages	7,963,847	-	-	-			7,963,847
Personnel Benefits	3,111,757	-	-	-			3,111,757
Operating Services & Supplies	2,676,830	-	-	-			2,676,830
Capital Outlays	-	545,772	42,680	-			588,452
Total expenses	\$ 13,752,434	\$ 545,772	\$ 42,680	\$ -	\$ -	\$ -	\$ 14,340,886
Transfers:							
Transfers In	1,860,239	-	-	-	-	-	1,860,239
Transfer Out:							
To Operating	-	-	-	-	1,693,239	167,000	1,860,239
To Rate Stabilization	-	-	-	-		-	-
Transfers In less Transfers out	\$ 1,860,239	\$ -	\$ -	\$ -	\$ (1,693,239)	\$ (167,000)	\$ -
2020 Ending Fund Balance	\$ (319,257)	\$ 453,719	\$ 673,681	\$ 120,098	\$ 183,371	\$ 1,107,041	\$ 2,218,653
Resolution: Additional Transfers	319,257	(19,257)		(100,000)	(100,000)	(100,000)	-
Ending Fund Balance	\$ -	\$ 434,462	\$ 673,681	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 2,218,653

December
Operating
Fund
variance
projections
following
Resolution
187



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/11/2020
Subject: Resolution 188 - Adoption of the 2021 Budget

Executive Summary:

The Board is being asked to adopt the NORCOM 2021 budget. There are several key features of this budget that include:

- Overall, User Fees will increase 4.9%
- Personnel costs will decrease by \$321,365 or 2.9%. This was in large part due to the elimination of 5 administrative staff positions
- A reduction of E-911 taxes collected by \$195,115 from the prior year.
- \$50k transfer to the Equipment Replacement fund is planned to prepare for upcoming equipment replacement costs.
- No transfers will be made to the reserve funds to offset the rate increase to users

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 2021. The Governing board has provided input and direction for consideration to the Finance Committee and NORCOM management. On October 9th, the Governing Board approved this budget for submission to its agencies.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

Adoption of the budget has significant impact to policy and strategy moving forward.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval to adopt the 2021 budget.

Staff Comments:

NORCOM Staff and Finance Committee will be happy to take questions pertaining to this budget.

Options

The Board may approve, amend or reject the proposed 2021 budget.

Risks

Adoption of the budget is required per the ILA. Failure to adopt forces NORCOM to begin operations in 2021 without a financial framework.

Finance Committee Review: Yes

The Finance Committee has been advised of the 2021 budget recommendation and has offered guidance, which has been incorporated.

Legal Review: No

NA

Joint Operations Board Review: No

NA

Attachments

Resolution 188 - Adoption of the 2021 Budget

Budget Narrative 2021

Resolution 188 Presentation

RESOLUTION 188

RESOLUTION OF THE GOVERNING BOARD OF NORCOM ADOPTING THE 2021 BUDGET

WHEREAS, the legislative bodies of each Principal and Subscriber have approved their respective allocations for NORCOM's 2020 budget; and

WHEREAS, on August 14, 2020 the Governing Board held a public hearing on NORCOM's 2021 budget;

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

Section 1. 2021 NORCOM Budget. The 2021 NORCOM Budget, attached hereto and incorporated as Exhibit A, is approved for distribution to the Participating Agencies as required in the Interlocal Agreement.

Section 2. Summary of 2021 NORCOM Budget. A summary of the 2021 Budget is as follows:

	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2021 Beg. Fund Balance	-	434,462	673,681	20,098	83,371	1,007,041	\$2,218,653
Total 2021 Revenues	12,305,033	-	-	-	1,166,691	-	\$13,471,724
Total 2021 Expenditures	13,421,724	25,000	403,500	-	-	-	\$13,850,224
Transfer Activities	1,116,691	-	50,000	-	(1,166,691)	-	-
Total Fund Resources	\$ -	\$ 409,462	\$ 320,181	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 1,840,153

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

Passed by a majority vote of the Governing Board in an open public meeting on this 11th of December, 2020.

Signed in authentication thereof on this 11th day of December, 2020.

Chair

Attest

NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY



Sunrise by Nathan Way

2021 ADOPTED BUDGET
DECEMBER 11, 2020



PHONE: (425) 577-5700 • www.norcom.org • PO Box 50911, BELLEVUE, WA 98015-0911

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Message from the Executive Director

December 8, 2020

With great appreciation to the NORCOM Finance team, the Finance sub-committee, and the various Board members who helped inform its development, I respectfully submit the 2021 Budget.

Building on a renewed commitment to increased fiscal accountability, transparency, and sustainability, the NORCOM team has endeavored to present a budget with prudent revenue and expenditure estimates; maintenance of excellent levels of service to the community; and one which is consistent with the goals, values, and direction of the Governing Board.

While each budget year has its unique challenges, the 2021 budget preparation has been particularly unique, not only from a fiscal standpoint but also due to the COVID-19 environment surrounding its preparation. Despite these challenges, our highest priority remains unchanged, to provide our agencies and communities with excellent service in a respectful, fiscally responsible and empathetic manner. We are equally committed to protecting our ability to continue serving during this pandemic. To this end, NORCOM management remains dedicated to providing a safe working environment for our teams, so they may remain healthy and continue to serve our first responders.

The budget year 2021 and beyond will remain fiscally challenging for NORCOM and our customers, and we must therefore remain proactive, fiscally nimble and collaborative in our budgetary execution. For example, the transition from the EPSCA radio system to PSERN will significantly increase our costs as will the progressive decline in 911 excise tax revenues. As such, we are committed to working with the Governing Board to mitigate fee impacts by carefully reducing discretionary spending, aligning new bodies of work with reasonable cost recovery and exploring other revenue mechanisms. This may include grant funding, new customer partnerships, and external technology service contracts. We will also carefully explore our existing business models, fiscal policies and associated processes to identify cost reduction opportunities.

It is truly our collective privilege to serve you.

William Hamilton

Executive Director
NORCOM 911



Agency Overview

Mission, Vision and Values Statements

Mission:

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

Vision:

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

Values:

NORCOM staff is dedicated to a set of core values to guide interpersonal and professional relationships. These values construct NORCOM "C.A.R.E.S".

Cooperative

- ❖ I commit to working cooperatively toward a common goal.
- ❖ I will be an active participant within the NORCOM team, working collectively toward the successful achievement of our organizational goals.
- ❖ My work, actions and attitude will demonstrate and foster a sense of team unity.
- ❖ I will offer constructive suggestions and express my ideas and opinions in a positive and professional manner

Accountable

- ❖ I commit to being held accountable and taking personal responsibility for my words and actions.
- ❖ I commit to contributing positively to the culture and environment that is NORCOM, taking ownership and responsibility for the success and failure of the team.
- ❖ I choose to be held to a higher standard and commit to being ethical and accountable to the public trust.
- ❖ I will proactively seek ways to work efficiently and collaboratively and strive for continuous improvement.

Respectful

- ❖ I commit to showing respect to all people I come in contact with.
- ❖ I will value the worth of individuals, their talents, ideas and contributions and I will treat everyone with fairness, dignity and compassion.
- ❖ I will demonstrate this in my daily activities and conversations by speaking kindly and showing patience to those I work with and for.
- ❖ I will value and embrace a work/life balance.

Excellent

- ❖ I commit to striving for excellence in my work, word and deeds.
- ❖ I will provide quality service to my teammates, the public and to our service providers.
- ❖ I will strive to exceed the highest professional standards while working toward a common goal.
- ❖ I commit to being receptive to progressive and creative approaches to everyday issues.

Supportive

- ❖ I commit to be supportive of those I work with and for.
- ❖ I will collectively contribute to a positive and nurturing environment that inspires participation and loyalty and fosters a sense of community.
- ❖ I will provide opportunity for other's personal and professional growth.
- ❖ I will strive to build my team members up and support them so we can achieve success as one.



Legal Organization and Governance

The North East King County Regional Public Safety Communications Agency (NORCOM) officially organized on November 7, 2007, as a Washington not-for-profit corporation created by in Interlocal Agreement among the City of Bellevue, City of Bothell, City of Clyde Hill, City of Kirkland, City of Medina, City of Mercer Island, City of Snoqualmie, King County Fire District #45 (Duvall), Eastside Fire and Rescue, King County Fire District #27 (Fall City), Northshore Fire, Shoreline Fire, King and Kittitas Counties Fire District #51 (Snoqualmie Pass Fire and Rescue) and Woodinville Fire and Life, as authorized by the Interlocal Cooperation Act under Chapters 24.06 and 39.34 of the Revised Code of Washington.

On July 1, 2009, NORCOM answered its first 911 call as a consolidated dispatch agency.

In 2020, NORCOM is comprised of 6 police agencies and 14 fire agencies. The total population served by these agencies is 738,491 residents, which does not include commuters and visitors to the area every day. The service area is approximately 714 square miles, situated primarily in the northern and eastern portions of King County. NORCOM's northern border stretches into parts of Snohomish County, with services provided by Shoreline and Bothell Fire departments. The most southern portion of NORCOM's service area is the City of Normandy Park, located in the southwest part of King County. The most easterly part of NORCOM's service area stretches into parts of Kittitas County.

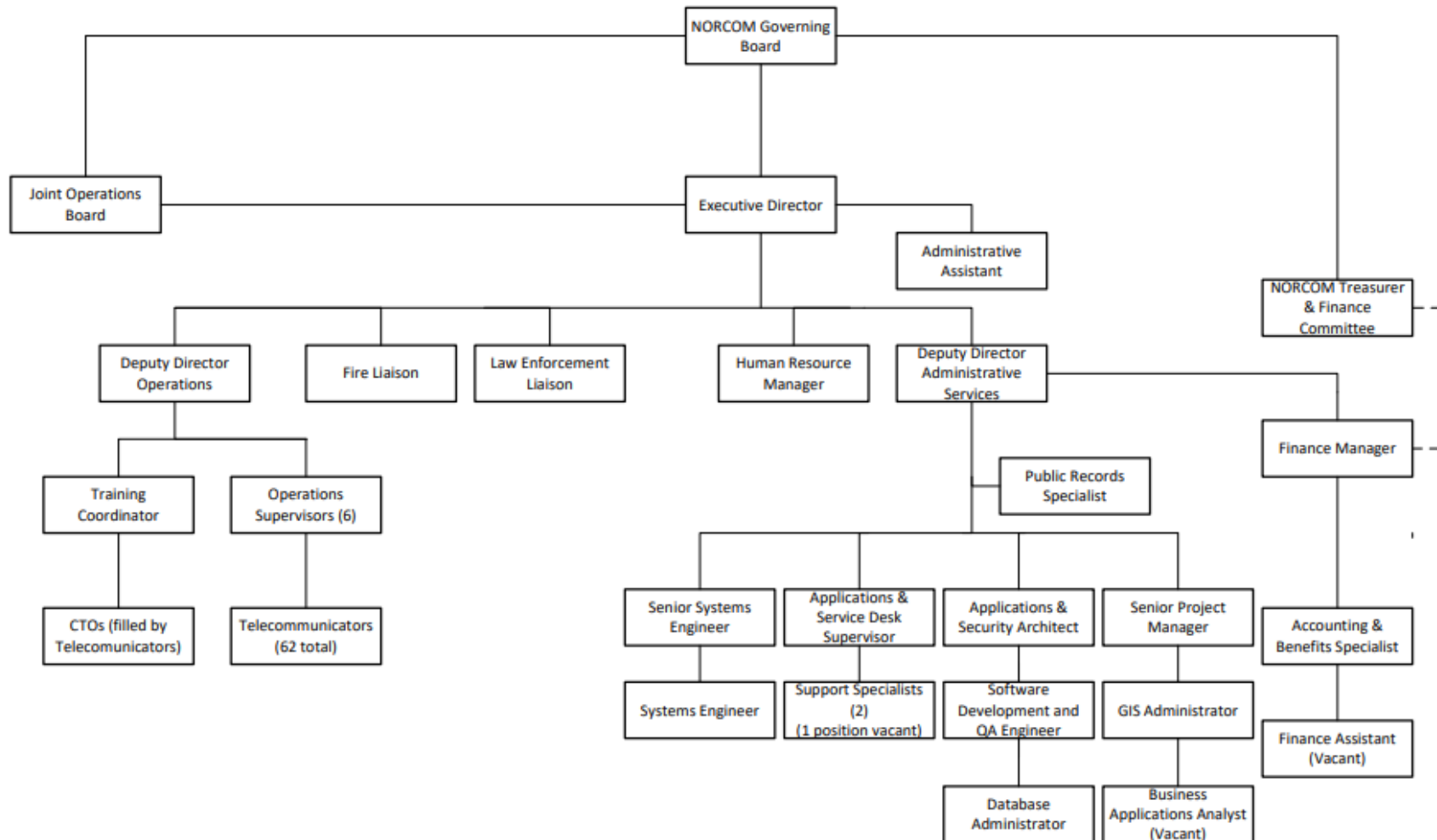
NORCOM is governed by the Governing Board, comprised of the Chief Executive Officer of each Principal Agency or their designee.

Principal members of the Governing Board are:

Agency	Principal Member	Title
City of Bellevue	Nathan McCommon	Deputy City Manager
City of Bothell	Bruce Kroon	Fire Chief
City of Clyde Hill	Kyle Kolling	Police Chief
Duvall Fire District #45	David Burke	Fire Chief
Eastside Fire and Rescue	Jeff Clark, Vice Chair	Fire Chief
Fall City Fire District #27	Chris Connor	Fire Chief
City of Kirkland	Tracey Dunlap	Deputy City Manager
City of Medina	Steve Burns	Police Chief
City of Mercer Island	Ed Holmes	Police Chief
City of Normandy Park	Dan Yourkoski, Chair	Police Chief
Northshore Fire District	Greg Ahearn	Interim Fire Chief
City of Redmond		Fire Chief
Shoreline Fire Department	Matt Cowan	Fire Chief
Skykomish Fire District #50	James Knisley	Fire Chief
City of Snoqualmie	Rick Rudometkin	City Administrator
Snoqualmie Pass Fire District	Jay Wiseman	Fire Chief
Woodinville Fire and Life	Greg Ahearn	Fire Chief



Organization Chart





Budget Overview

The NORCOM budget process is part of an overall policy framework that guides the services and functions of NORCOM. The budget serves a vital role in that policy framework by allocating financial resources to support the Core Values and Goals set by NORCOM leadership and the Governing Board. Developing the annual budget is an ongoing process that begins as soon as the final budget is approved for the prior year.

Budget Planning

Budget planning begins with the creation of a budget schedule presented to the NORCOM leadership team. Once finalized, the schedule is presented to the Board for approval. Budget templates are sent to the leadership team to capture budget requests for the upcoming fiscal year. The requests are reviewed and compiled into a comprehensive budget document reviewed by the NORCOM leadership team.

After the proposed budget has been reviewed and balanced by the leadership team, it is presented to the Finance Committee for feedback and approval. The finance committee is an advisory committee, comprising of employees of NORCOM's principals and subscribers. Chief Officers or designees of principals and subscribers may appoint an employee for a one-year term.

Comments from the Finance Committee are considered and incorporated into the proposed budget. The updated budget proposal is then presented to the Governing Board. Feedback is incorporated into a final budget document for their approval.

Below are the Agency's budget action dates for the 2021 budget creation. Due to several variables, including Covid-19, a suspension of the Joint Operating Board, indefinite postponement of the Principal's Assembly, and a change in agency leadership, the Board adopted Resolution 182, which waived deadlines provided for in the Interlocal Agreement.

Date	Action
June 12	Governing Board approves budget policy for the fiscal year 2021
August 14	Governing Board approves 2021 NORCOM Operating Budget
October 9	Governing Board approves 2021 NORCOM Budget
December 11	Governing Board adopts 2021 NORCOM Budget

Budget Goals & Policies

The three primary budget goals for 2021 are:

- Transparency and accountability
- Focus on NORCOM core mission
- Maintenance of quality services to member agencies

NORCOM strives to provide a financial base sufficient to sustain high-quality emergency communication services to the public and its customers. This base includes maintaining the ability to withstand local and regional economic hardships sustained by our participating agencies. As fiscal conditions and



circumstances continually shift and change in response to operating needs; it may not be practical or always desirable to continually achieve these policies. Therefore, these policies are intended to guide, not govern, financial decision making and may not be fully achieved within any budget period.

Key budget policies that drove the development of the 2021 budget include:

Operating Policies:

- NORCOM defines a balanced budget as current annual revenues (including fund balances) equal to or greater than current annual expenditures.

Revenue Policies:

- "Other" Revenues shall be realistically estimated and based upon the most recent information available.
- NORCOM follows a vigorous policy of collecting revenues.
- NORCOM seeks to avoid dependence on temporary or unstable revenues to fund ongoing mission-critical services.

Expenditure Policies:

- The NORCOM budget provides a sustainable service level for the employees' well-being and emergency service providers' safety.
- Emphasis is placed on improving individual and workgroup productivity rather than adding to the workforce. NORCOM invests in technology and other efficiency tools to maximize productivity.

Capital Projects and Equipment Replacement

- NORCOM maintains all its assets at an acceptable level to protect capital investment and minimize future maintenance and replacement costs.
- NORCOM analyses equipment replacement and maintenance need, using a cash flow method, for the next several years and updates this projection every two years. From this projection, a maintenance and replacement schedule is developed and followed.
- Equipment Replacement is fully funded according to the cash flow schedule to minimize large increases in User Fees from year to year.



Financial Summary

NORCOM Budget 2021 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2021 Estimated beg. fund balance	\$ -	\$ 434,462	\$ 673,681	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 2,218,653
Revenue:							
From Participating Agencies	11,754,115	-	-	-	-	-	\$ 11,754,115
E-911 Revenue	-	-	-	-	1,166,691	-	\$ 1,166,691
Miscellaneous Revenues	550,918	-	-	-	-	-	\$ 550,918
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenue	12,305,033	-	-	-	1,166,691	-	13,471,724
Total 2021 Resources	\$ 12,305,033	\$ 434,462	\$ 673,681	\$ 20,098	\$ 1,250,062	\$ 1,007,041	\$ 15,690,377
Expenditures							
Salaries & Wages	7,810,328	-	-	-	-	-	\$ 7,810,328
Personnel Benefits	2,943,911	-	-	-	-	-	\$ 2,943,911
Operating Services & Supplies	2,667,485	-	-	-	-	-	\$ 2,667,485
Capital Outlays	-	25,000	403,500	-	-	-	\$ 428,500
Total Expenditures	13,421,724	25,000	403,500	-	-	-	13,850,224
Transfers:							
Transfers In	1,166,691	-	50,000	-	-	-	1,216,691
Transfer Out:							
To Operating	-	-	-	-	(1,166,691)	-	(1,166,691)
To ER & R	(50,000)	-	-	-	-	-	(50,000)
Transfers In less Transfers out	\$ 1,116,691	\$ -	\$ 50,000	\$ -	\$ (1,166,691)	\$ -	\$ -
2021 Ending Fund Balance	\$ -	\$ 409,462	\$ 320,181	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 1,840,153
Change in Fund Balance	\$ -	\$ (25,000)	\$ (353,500)	\$ -	\$ -	\$ -	\$ (378,500)

1 The 2021 Estimated beginning and ending fund balance may change after carry forward impacts of 2020 budget activities.



Resources

Resources are comprised of estimated beginning fund balances and revenues. Revenues include fees collected from Participating Agencies, E-911 Revenue, Miscellaneous Revenues, and Interest Earnings.

Total revenue for the fiscal year 2021 budget is estimated to be \$13,421,724. This includes \$1,116,691 in E-911 Revenue, \$11,754,115 in Participating Agency Fees, and \$550,918 in miscellaneous revenues.

Through the functional distribution methodology, 2021 participation fees are:

2021 User Fees	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2020 Total	2021 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,158,748	749,047		1,692,075	3,524,226	3,599,869	75,643	2.15%
Clyde Hill Police	32,870	4,157		47,999	84,103	85,025	922	1.10%
Kirkland Police	819,622	311,341		1,196,862	2,164,598	2,327,825	163,226	7.54%
Medina Police	22,716	3,014		33,172	66,960	58,902	(8,058)	-12.03%
Mercer Island Police	201,938	42,295		294,882	569,569	539,114	(30,455)	-5.35%
Normandy Park Police	39,097	27,642		57,091	113,167	123,831	10,664	9.42%
Total Police	2,274,990	1,137,495	-	3,322,080	6,522,622	6,734,565	211,943	3.2%
Bellevue Fire			840,734	468,678	1,205,255	1,309,412	104,158	8.64%
Bothell Fire			266,283	148,443	380,163	414,726	34,563	9.09%
Duvall Fire			42,575	23,734	56,969	66,309	9,340	16.39%
Eastside Fire and Rescue			439,809	245,177	644,718	684,986	40,268	6.25%
Fall City Fire			21,740	12,119	33,654	33,859	205	0.61%
Kirkland Fire			341,801	190,541	498,630	532,343	33,713	6.76%
Mercer Island Fire			106,532	59,388	165,022	165,920	898	0.54%
Northshore Fire			126,236	70,372	190,843	196,608	5,766	3.02%
Redmond Fire			401,759	223,965	608,020	625,724	17,704	2.91%
Shoreline Fire			446,929	249,146	619,120	696,075	76,955	12.43%
Skykomish Fire			12,287	6,849	16,855	19,136	2,281	13.53%
Snoqualmie Pass Fire			18,882	10,526	28,401	29,409	1,008	3.55%
Snoqualmie Fire			33,538	18,696	49,451	52,235	2,784	5.63%
Woodinville Fire			123,796	69,011	184,216	192,807	8,591	4.66%
Total Fire	-	-	3,222,902	1,796,647	4,681,316	5,019,550	338,234	7.2%
Agency Total	2,274,990	1,137,495	3,222,902	5,118,727	11,203,938	11,754,115	550,177	4.9%

Expenditures

Expenditures are identified in each fund as Salaries & Wages, Personnel Benefits, Operating Services & Supplies, and Capital Outlays.

Expenditures for the fiscal year 2021 budget is estimated to be \$13,421,724, making a balanced budget.

- \$321,365 (2.9%) decrease in Salaries, Wages & Benefits. The decrease is due to eliminating two administrative positions and the lay-off of one finance and two IT positions.
- \$169,297 (1.2%) decrease in Operating Services & Supplies and Capital Outlays.
- Overall expenditures are down \$490,662 (3.4%) in 2021 from 2020.



Transfers

Transfers are accounted for to accurately reflect each fund's resources and expenditures while considering transfer activity between funds.

The Finance Committee recommended a transfer of \$50,000 from the Operating Fund into the Equipment Repair and Replacement Fund to help support future anticipated expenses in that fund.

Transfers include the full amount of anticipated E-911 Revenue from the Escrow Fund into the Operating Fund, leaving an E911 Escrow balance of \$83,371.

Operating Fund

Fund Overview and Drivers

The Operating Fund supports operating costs. All current operating expenditures are paid by collecting participant fees, agency reimbursements, and regular grants- such as the King County EMS Performance program.

Significant operating expenditures include personnel costs, facility leases, and technology costs. Key drivers impacting the 2021 budget are:

Personnel

- The contract between NORCOM and the Guild is effective through December 31, 2021, and established a 2% salary increase for employees.
- Prior budgets adopted by NORCOM included a vacancy contingency calculation to estimate savings due to turnover and open positions in telecommunicator positions. NORCOM identified improvements in employee longevity and lower turnover rates and eliminated the vacancy contingency.
- Administratively, Management eliminated two leadership positions and laid off two IT and one finance position. The leadership positions were eliminated due to a re-focus on NORCOM's core objectives. Lay-offs and freezes were implemented as precautionary measures in response to the uncertain economic impacts of the COVID-19 pandemic.
- As a member of the Associated Cities of Washington (AWC) Employee Benefit Trust, NORCOM provides employees with medical, dental, and vision insurance plan options. NORCOM pays 100% of employee coverage and 80% of employee dependents. Based on the new rates published by the AWC, NORCOM budgeted a 6% increase in medical plans.

Facility Leases

- NORCOM's lease for its main operating facility located in Bellevue City Hall increases 2% in 2021.
- In 2020 NORCOM entered into an agreement with the City of Redmond for a new Backup Center space. The Backup Center annual rent increases by \$35,000.
- In 2020, King County conducted an inventory and review of lease charges for their radio sites. As a result, each site lease is increasing, with a total cost increase of \$50,000.

Technology



- NORCOM staff completed a comprehensive review of all software necessary for operations to ensure the developed budget has a complete consideration of all software costs. Primary software costs include two CAD systems with annual software maintenance fees that make up 25% of NORCOM's non-personnel operating expenses.
- NORCOM is working with user agencies to determine a plan for getting onto a single CAD system which can reduce software costs and improve efficiencies.

Fund Detail

The following is a breakdown of budgeted personnel expenses in 2021:

	2019 Actual	2020 Adopted	2021 Adopted
Salaries & Wages - Regular	7,086,195	7,963,847	7,642,742
Salaries & Wages - Overtime	769,598	-	167,586
Vacancy Contingency	-	-	-
Professional Development	-	-	-
Professional Reimbursements	6,648	4,200	-
Uniforms	-	-	-
Medical	1,037,972	1,223,184	1,119,908
Dental	90,261	103,003	96,868
Vision	12,162	15,095	12,850
Long-Term Care	7,144	7,390	6,600
Medicare	111,770	120,550	113,434
MEBT	483,485	515,459	480,243
PERS	972,820	1,055,860	1,005,972
Washington FMLA	10,807	14,785	16,302
Unemployment	41,709	40,138	79,288
Workers Comp	16,613	12,093	12,447
Total Personnel	10,647,186	11,075,604	10,754,239



Operating expenses are budgeted as follows:

	2019 Actual	2020 Adopted	2021 Adopted
Academy Supplies	-	400	-
Advertising	45,489	25,000	10,000
Bank Fees	-	100	50
Cellular, Pager & Radio Svcs	67,316	73,040	50,588
Computer Hardware-Non Capital	12,110	23,250	10,100
Consumable Goods	22,922	7,950	5,830
Dues & Memberships	11,875	15,600	11,110
Equipment Leases	13,423	19,500	19,500
Facility Lease	548,535	534,500	670,456
Financial Audit	14,592	23,000	23,000
Hosted Services	193,106	71,800	118,123
HR Services	47,211	101,500	65,500
Insurance	41,970	78,000	80,000
Legal Services	266,430	100,000	140,000
Local Travel/Training/ Mileage	19,539	8,150	6,450
Machinery & Equipment			-
Negotiations	40	-	-
Network Service	20,525	25,000	21,142
Office Furniture	5,296	8,250	7,750
Office Supplies	29,475	11,650	7,600
Operating Supplies	14,074	4,055	2,350
Parking Lease	87,871	105,000	82,800
Payroll Services	66,218	65,000	29,700
Postage	1,146	1,075	1,000
Printing	7,399	1,475	1,100
Professional Services	411,614	118,600	31,440
Publications	670	1,400	800
R&M - Building	-	1,000	-
R&M - Network Equipment	66,323	149,750	143,390
R&M - Office Equipment	1,213	5,000	5,000
R&M - Software Maintenance	949,004	881,500	907,445
R&M - Telephones	25,096	1,500	-
Radio Site Lease	-	13,000	50,657
Recruitment Supplies	11,976	500	2,000
Small Tools & Minor Equipment	15,717	16,965	14,750
Software/Licensing	46,573	31,200	93,004
Telephone Services	38,647	61,000	46,100
Training/Conf Registrations	20,805	22,350	3,000
Training/Conf Registrations/ Travel	109,079	37,870	5,750
Total Operating	3,233,278	2,644,930	2,667,485



Capital Projects Fund

Fund Overview and Drivers

The purpose of the Capital Projects Fund is to track projects typically lasting more than one year. This fund supports Board approved projects as identified by agency leadership and the Fire and Police Stakeholder groups. No new projects are being submitted to the Board for project approval. The only project expense is \$25,000 to complete the purchase of equipment for the Disaster Recovery project.

Fund Detail

Project Status	Project Title	Previously Approved \$	Previously Spent	Estimated FY20 Spending	Carry Forward	New Request	Project Total
Carryover Projects							
In Process	Website Redesign (Sitecrafting)	\$25,000	\$0	\$32,695	\$0		\$32,695
In Process	Social Media Management	\$4,500	\$0	\$10,607	\$0		\$10,607
In Process	ePass	\$0	\$0	\$0	\$0		\$0
In Process	Radar Navigator (RDN)	\$0	\$0	\$0	\$0		\$0
In Process	Global Jacket Consolidation	\$6,000	\$0	\$6,000	\$0		\$6,000
Completed	iBase (crime analysis)	\$0	\$0	\$0	\$0		\$0
In Process	ADP Implementation Reassessment & API	\$14,454	\$0	\$15,054	\$0		\$15,054
In Process	Disaster Recovery Site	\$525,000	\$372,501	\$124,646	\$25,000		\$522,147
Scheduled	Tyler Upgrade 2020.1	\$25,000	\$0	\$25,000	\$0		\$25,000
Queue	Redmond Relocation Project	\$200,000	\$0	\$200,000	\$0		\$200,000
In Process	Monitor Rack Installation	\$75,000	\$0	\$73,163	\$0		\$73,163
Completed	Logging Recorder Replacement + 3 servers	\$200,000	\$174,768	\$0	\$0		\$174,768
In Process	Message Switch Virtualization	\$17,700	\$0	\$17,700	\$0		\$17,700
In Process	RapidSOS CAD Interface (no \$ in RES173)	\$2,805	\$0	\$8,500	\$0		\$8,500
In Process	Tritech Rehost	\$12,369	\$0	\$14,424	\$0		\$14,424
Completed	Tyler New GIS Server (TEST environment)	\$17,983	\$0	\$17,983	\$0		\$17,983
In Process	TriTech New Mobile Maps - no charge	\$0	\$0	\$0	\$0		\$0
		\$1,125,811	\$547,269	\$545,772	\$25,000	\$0	\$1,118,041

Funding

The Capital Projects Fund is funded with transfers of ending balances from other funds or project approvals during the budget process.

Equipment Replacement & Reserve Fund

Fund Overview and Drivers

NORCOM strives to ensure that the Equipment Replacement Reserve is fully funded while minimizing large increases in User Fees from year to year due to the acquisition or replacement of capital and equipment items.

Biggest Drivers for ER&R Costs in 2021:

- The Disaster Recovery site's storage array was purchased in 2014 and has an end of life in 2021. Support cannot be renewed past 9/1/2021. The estimated replacement cost is \$220,000.
- Renew for the Live system's storage array is 75k
- Extend a 5-year warranty for the 10 servers running our virtual machine environment is 50k. To save money in the ER&R fund, we elected to extend the warranty on this hardware instead of replacing it.
- We have almost twice the storage, VM host requirements, and computer desktops due to running two CAD systems.



Fund Detail

2021 ER&R Scheduled Costs	
Network Costs	\$ 355,500
Radio Sites Maintenance	\$ 5,000
Desktops/Laptops	\$ 40,500
Monitors	\$ 2,500
	\$ 403,500

Fund Forecast

ER&R Scheduled Costs		2021	2022	2023
Beginning Balance		\$ 673,681	\$ 320,181	\$ 145,111
Expenditures		\$ (403,500)	\$ (225,070)	\$ (158,617)
Transfer In		\$ 50,000	\$ 50,000	\$ 50,000
Ending Balance		\$ 320,181	\$ 145,111	\$ 36,494

Operating Expense Reserve

Fund Overview and Drivers

Per section 12h of the ILA, each budget year, the Governing Board shall set the Operating Expense Reserve at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. NORCOM's policy is to maintain the Operating Expense Reserve Fund at a level equal to 5% of the total Operating Budget. To Operating Expense Reserve funding, the Governing Board defines the Operating Budget as the operating fund expenses less salaries, benefits, and one-time expenses. In 2020 a transfer of \$100,000 was made from this fund to cover unexpected Operating Fund expenses. There are no transfers planned in 2021.

E-911 Escrow

Fund Overview and Drivers

The King County E-911 office collects excise taxes for wireline, wireless, and VoIP services. All Public Safety Answering Points (PSAPs) in King County receive distributions from the King County E-911 office upon request.

These funds are used to offset the cost of operations and are transferred to the operating fund as necessary.

In 2018, through an extensive review process, the E-911 office adjusted the formula from which PSAP distributions are calculated. In 2020, NORCOM E-911 funding was reduced by 8.5%. The reduction increased for 2021 and 2022, with further reductions scheduled to begin annually in 2023. Overall NORCOM will receive nearly 3.5M less E-911 Revenue between 2020 and 2026.



E-911 Escrow Revenue Forecast

2020 Adopted	2021 Proposed	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
\$ 1,393,239	\$ 1,166,691	\$ 1,166,691	\$ 1,033,897	\$ 803,613	\$ 761,793	\$ 722,523

Rate Stabilization

Fund Overview and Drivers

The Rate Stabilization fund was created in 2012 and is funded through one-time revenues, new agency assessments/fees, ending fund balance, or other sources deemed appropriate by the Governing Board. In 2017, the Board determined that a portion of these funds could offset the changes in agency rates due to the new functional distribution formula.

No Activity in the Rate Stabilization fund is included in the 2021 budget.



Governing Board

December 11, 2020

Agenda



2020 Year-End Financial Position



2021 Budget Presentation





2020 Year-End Financial Position

2020 Initial
Operating Fund
variance
projections
presented in
August

Action	Amount
Estimated Ending Balance with No Changes	(\$982,933)
Cancel transfer from Operating Fund to the Operating Expense Reserve and the Rate Stabilization Funds	\$295,693
--Replenish 2020 Beginning Fund Balance (from Rate Stabilization)	\$150,498
-- Provide sufficient cash to end 2020 in a positive fund balance position (300k Rate Stabilization, 100k ER&R, 100k Ops Reserve, \$36,742 Cap Projects)	<u>\$536,742</u>
Total Adjustments	\$982,933
Estimated 2020 Ending Fund Balance	\$0

December Operating Fund variance projections

RESOLUTION 187- APPENDIX A- AMENDING NORCOM BUDGET 2020 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2020 Beg. Fund Balance	-	999,491	716,361	120,098	483,371	1,274,041	3,593,362
Revenue:							
From Participating Agencies	11,203,938	-	-	-	-	-	\$ 11,203,938
E-911 Revenue	-	-	-	-	1,393,239	-	\$ 1,393,239
Miscellaneous Revenues	369,000	-	-	-	-	-	\$ 369,000
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenues	11,572,938.00	-	-	-	1,393,239.00	-	12,966,177.00
Total 2020 Resources	\$ 11,572,938	\$ 999,491	\$ 716,361	\$ 120,098	\$ 1,876,610	\$ 1,274,041	\$ 16,559,539
Expenditures							
Salaries & Wages	7,963,847	-	-	-			7,963,847
Personnel Benefits	3,111,757	-	-	-			3,111,757
Operating Services & Supplies	2,676,830	-	-	-			2,676,830
Capital Outlays	-	545,772	42,680	-			588,452
Total expenses	\$ 13,752,434	\$ 545,772	\$ 42,680	\$ -	\$ -	\$ -	\$ 14,340,886
Transfers:							
Transfers In	1,860,239	-	-	-	-	-	1,860,239
Transfer Out:							
To Operating	-	-	-	-	1,693,239	167,000	1,860,239
To Rate Stabilization	-	-	-	-		-	-
Transfers In less Transfers out	\$ 1,860,239	\$ -	\$ -	\$ -	\$ (1,693,239)	\$ (167,000)	\$ -
2020 Ending Fund Balance	\$ (319,257)	\$ 453,719	\$ 673,681	\$ 120,098	\$ 183,371	\$ 1,107,041	\$ 2,218,653



2020 Budget Resolution 187

RESOLUTION 187- APPENDIX A- AMENDING NORCOM BUDGET
2020 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
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E-911 Revenue	-	-	-	-	1,393,239	-	\$ 1,393,239
Miscellaneous Revenues	369,000	-	-	-	-	-	\$ 369,000
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenues	11,572,938.00	-	-	-	1,393,239.00	-	12,966,177.00
Total 2020 Resources	\$ 11,572,938	\$ 999,491	\$ 716,361	\$ 120,098	\$ 1,876,610	\$ 1,274,041	\$ 16,559,539
Expenditures							
Salaries & Wages	7,963,847	-	-	-			7,963,847
Personnel Benefits	3,111,757	-	-	-			3,111,757
Operating Services & Supplies	2,676,830	-	-	-			2,676,830
Capital Outlays	-	545,772	42,680	-			588,452
Total expenses	\$ 13,752,434	\$ 545,772	\$ 42,680	\$ -	\$ -	\$ -	\$ 14,340,886
Transfers:							
Transfers In	1,860,239	-	-	-	-	-	1,860,239
Transfer Out:							
To Operating	-	-	-	-	1,693,239	167,000	1,860,239
To Rate Stabilization	-	-	-	-		-	-
Transfers In less Transfers out	\$ 1,860,239	\$ -	\$ -	\$ -	\$ (1,693,239)	\$ (167,000)	\$ -
2020 Ending Fund Balance	\$ (319,257)	\$ 453,719	\$ 673,681	\$ 120,098	\$ 183,371	\$ 1,107,041	\$ 2,218,653
Resolution: Additional Transfers	319,257	(19,257)		(100,000)	(100,000)	(100,000)	-
Ending Fund Balance	\$ -	\$ 434,462	\$ 673,681	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 2,218,653

December
Operating
Fund
variance
projections
following
Resolution
187



2021 Budget Presentation

NORCOM Budget Process



Reconcile prior year's activities to budget, create Budget Policies



Amend current year budget to incorporate carry forward.



August- Propose preliminary budget for upcoming year



Revisions of proposed budget per guidance provide by Board



December- approval of final budget

2021 Budget Goals

- Transparency and accountability
- Focus on NORCOM core mission
- Maintenance of quality services to member agencies

Budget Drivers

Resources

- Begin 2021 with zero or positive beginning operating fund balance
- King County E911 revenue share at phased reductions (\$1.16 million in 2021) – NORCOM is estimated to lose almost 3.5 million in revenue between 2020 and 2026
- Miscellaneous revenue at current estimated amount with a recommendation to review cost recovery objectives
- NG911 Grant income added to misc. revenues (212K)
- No Vacancy contingency built into the resources

Budget Drivers

Expenditures

- Maintain Telecommunicator Positions at 62.0 FTE (current filled rate)
 - No over hiring
- Contractual Obligations, for example:
 - 2% Wages increase
 - Vacation Sell Back
- Annual maintenance and support increases
- Suspend agency activities in strategic initiatives
- Position reductions and reclassifications
- Increase in King County radio tower lease payments
- Increased Backup Center Facility lease payment
- All planned capital projects to be evaluated for timing and necessity

Overall expenditures are down \$490,662 (3.4%)

2021 Anticipated User Fees

					2020	2021	Increase/	Percent
2021 User Fees	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	Total	Total	(Decrease)	Change
Bellevue Police	1,158,748	749,047		1,692,075	3,524,226	3,599,869	75,643	2.15%
Clyde Hill Police	32,870	4,157		47,999	84,103	85,025	922	1.10%
Kirkland Police	819,622	311,341		1,196,862	2,164,598	2,327,825	163,226	7.54%
Medina Police	22,716	3,014		33,172	66,960	58,902	(8,058)	-12.03%
Mercer Island Police	201,938	42,295		294,882	569,569	539,114	(30,455)	-5.35%
Normandy Park Police	39,097	27,642		57,091	113,167	123,831	10,664	9.42%
Total Police	2,274,990	1,137,495	-	3,322,080	6,522,622	6,734,565	211,943	3.2%
Bellevue Fire			840,734	468,678	1,205,255	1,309,412	104,158	8.64%
Bothell Fire			266,283	148,443	380,163	414,726	34,563	9.09%
Duvall Fire			42,575	23,734	56,969	66,309	9,340	16.39%
Eastside Fire and Rescue			439,809	245,177	644,718	684,986	40,268	6.25%
Fall City Fire			21,740	12,119	33,654	33,859	205	0.61%
Kirkland Fire			341,801	190,541	498,630	532,343	33,713	6.76%
Mercer Island Fire			106,532	59,388	165,022	165,920	898	0.54%
Northshore Fire			126,236	70,372	190,843	196,608	5,766	3.02%
Redmond Fire			401,759	223,965	608,020	625,724	17,704	2.91%
Shoreline Fire			446,929	249,146	619,120	696,075	76,955	12.43%
Skykomish Fire			12,287	6,849	16,855	19,136	2,281	13.53%
Snoqualmie Pass Fire			18,882	10,526	28,401	29,409	1,008	3.55%
Snoqualmie Fire			33,538	18,696	49,451	52,235	2,784	5.63%
Woodinville Fire			123,796	69,011	184,216	192,807	8,591	4.66%
Total Fire	-	-	3,222,902	1,796,647	4,681,316	5,019,550	338,234	7.2%
Agency Total	2,274,990	1,137,495	3,222,902	5,118,727	11,203,938	11,754,115	550,177	4.9%

2021 Budget for Adoption

NORCOM Budget 2021 Financial Summary								
NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds	
2021 Estimated beg. fund balance	\$ -	\$ 434,462	\$ 673,681	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 2,218,653	
Revenue:								
From Participating Agencies	11,754,115	-	-	-	-	-	\$ 11,754,115	
E-911 Revenue	-	-	-	-	1,166,691	-	\$ 1,166,691	
Miscellaneous Revenues	550,918	-	-	-	-	-	\$ 550,918	
Interest Earnings	-	-	-	-	-	-	\$ -	
Total Revenue	12,305,033	-	-	-	1,166,691	-	13,471,724	
Total 2021 Resources	\$ 12,305,033	\$ 434,462	\$ 673,681	\$ 20,098	\$ 1,250,062	\$ 1,007,041	\$ 15,690,377	
Expenditures								
Salaries & Wages	7,810,328	-	-	-	-	-	\$ 7,810,328	
Personnel Benefits	2,943,911	-	-	-	-	-	\$ 2,943,911	
Operating Services & Supplies	2,667,485	-	-	-	-	-	\$ 2,667,485	
Capital Outlays	-	25,000	403,500	-	-	-	\$ 428,500	
Total Expenditures	13,421,724	25,000	403,500	-	-	-	13,850,224	
Transfers:								
Transfers In	1,166,691	-	50,000	-	-	-	1,216,691	
Transfer Out:								
To Operating	-	-	-	-	(1,166,691)	-	(1,166,691)	
To ER & R	(50,000)	-	-	-	-	-	(50,000)	
Transfers In less Transfers out	\$ 1,116,691	\$ -	\$ 50,000	\$ -	\$ (1,166,691)	\$ -	\$ -	
2021 Ending Fund Balance	\$ -	\$ 409,462	\$ 320,181	\$ 20,098	\$ 83,371	\$ 1,007,041	\$ 1,840,153	
Change in Fund Balance	\$ -	\$ (25,000)	\$ (353,500)	\$ -	\$ -	\$ -	\$ (378,500)	



2021 Budget Resolution 188