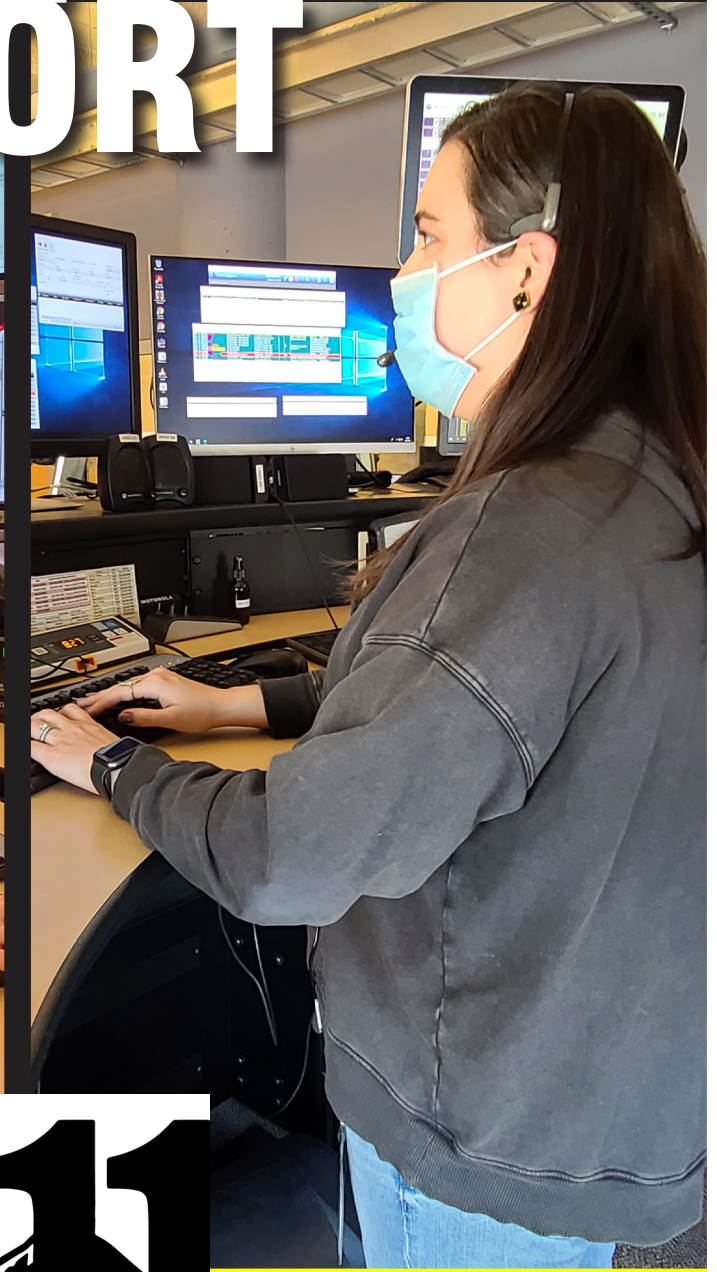


2020 ANNUAL REPORT



911
NORCOM

TABLE OF CONTENTS

2020 by the numbers	1
Message from the Executive Director.....	2
Message from the Governing Board Chair.....	3
Message from the Treasurer.....	4
Mission & Vision.....	5
Principal Representatives	6
Governing Board.....	7
Benefits of Regionalized Dispatch	8
2020 Organizational Chart	9
Deputy Director of Operations	10
Deputy Director of Administrative Services ..	14
Finance.....	15
Information Technology	18
Human Resource Manager.....	19
Training	20
Law Enforcement Liaison.....	21
Fire Liaison.....	22
Recognition: King County EMS Awards	23
Recognition: NORCOM Annual Awards	24

2020 BY THE NUMBERS

284,611	Total # of calls answered
282,100	Total unique fire address points
120,406	Calls with a police unit dispatched
97,000	Total unique police address points
64,317	Calls with fire / EMS dispatched
39,300	Total fire road segments
13,000	Total police road segments
4,130	Total fire road miles
1,820	Public disclosure requests
1,100	Total police road miles
777	Average daily calls received
660	Total Service Area in square miles
657	Total fire square miles covered
64	Total police square miles covered
28	Cardiac arrest saves
2	Babies born with dispatch assistance

MESSAGE FROM EXECUTIVE DIRECTOR

During this global pandemic, NORCOM remains highly focused on keeping staff safe, healthy and operationally ready. Although the impacts of COVID-19 remain a challenge, 2020 was a year of positive change, purposeful team development and enhanced business process advances. Our new payroll system, website and our public disclosure request portal are but a few examples. Additionally, regional partnerships have been strengthened, effective relationships established and operational resiliency increased.

An important 2020 milestone was filling the Finance Manager position as well as the establishment of the new Deputy Director of Administrative Services position. Marianne Ryerson joined our team as the new finance manager. Her skills and tenacity have already proven to be highly beneficial to our goals of fiscal stability and increased transparency. We have also changed our organizational structure, placing our Information Technology, Public Records and Finance functions under the highly knowledgeable direction of our new Deputy Director of Administrative Services, Katy Myers.

NORCOM staff has addressed many difficult business and budgetary challenges during this past year. In doing so, we received much support, direction and patient guidance from the Governing Board and we are truly grateful for their collective wisdom, leadership and trust.

Lastly, the challenges of 2020 have illuminated the true cultural character of the NORCOM team. Despite unprecedented personal and professional challenges, our team continues to respond effectively and rise to the challenge. Attendance and morale remain high and the sense of partnership amongst NORCOM staff and those we serve, has been strengthened. While it is my honor to serve as the Director, it is ultimately the team's effort and dedication which truly define NORCOM.

It is a privilege to work with such dedicated people.

William Hamilton
Executive Director

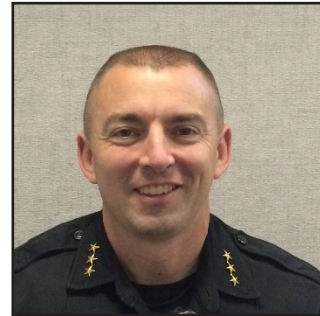
MESSAGE FROM GOVERNING BOARD CHAIR 2020-2021

Over the last year, it has been my privilege to serve as the Chair of the NORCOM Governing Board. The task was made much easier with the assistance of both the Vice-Chair Jeff Clark and the past-Chair Nathan McCommon. Their willingness to collaborate, counsel, and provide me with a sounding board allowed a challenging year to be as smooth as possible.

I also want to offer my thanks to not only Director Bill Hamilton and his executive team but, more importantly, all of the NORCOM employees answering the phones and getting Police and Fire where they need to be with the correct information. I would be remiss if I did not acknowledge the great work done by all of the support personnel at NORCOM working behind the scenes without who none of this would be possible.

This year of pandemic and civil unrest saw NORCOM refocus on exceptional service delivery of 911 services to all of its stakeholders. We were able to secure a larger area for our backup center, ensuring continuity of communications under the most dire of circumstances. We began the transition to the PSERN system with the installation of new radio consoles. These are just two examples of the many accomplishments over the course of the year.

Each of these projects had its own unique challenges, not unlike the challenges NORCOM will face moving forward into the next year. NORCOM stands ready and prepared for whatever comes its way, and I am thankful that when one of my residents calls 911, it will be a NORCOM employee answering the phone.



Dan Yourkoski
Police Chief
City of Normandy Park

MESSAGE FROM TREASURER

While 2020 provided a challenging year with the numerous impacts due to the COVID-19 pandemic, NORCOM's excellence in financial management, transparency, accountability and reporting continued in 2020, the 11th year of operations. Highlights for the year include the hiring of a new Finance Manager, fully integrating the financial information into the financial software and implementing a new payroll system, providing an annual savings of \$46,000 while providing efficiency improvements, transparency and new tools for employee management and performance management. At the end of 2020 the State Auditor's Office began the audit of both the 2018 and 2019 fiscal years which resulted in a clean audit of both the Financial Statements and the Internal Control over Financial Reporting.



Michael Olson
NORCOM Treasurer
Finance Director
City of Kirkland

NORCOM staff continued to provide regular financial updates to the Finance Committee and the Governing Board throughout the year. The Finance Committee includes representatives of member agencies, the NORCOM Finance Manager and Deputy Director of Administrative Services and the NORCOM Treasurer. This committee meets monthly to review financial activity and discuss fiscal issues that are presented to the Governing Board. The Finance Committee also supports the Treasurer in the oversight of all financial records, reviews the budget, and provides support and expertise to the NORCOM Finance Manager. This process helps provide transparency and accountability in financial management to the Governing Board.

Thank you to all those who have provided direction, support and oversight to keep NORCOM financially strong.

MISSION AND VALUES

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

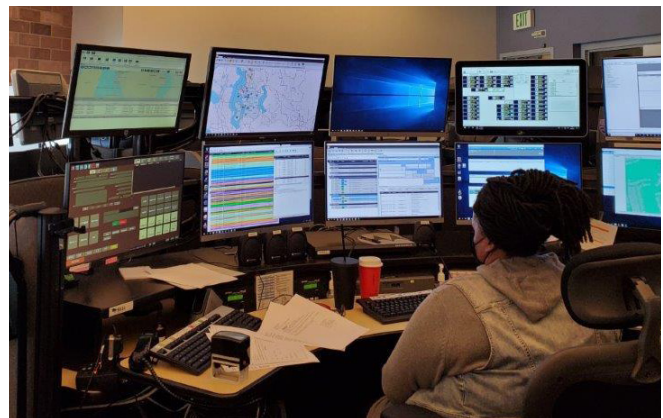
The **Core Values** include:

- Deliver Excellent Service to the Public.
- 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.

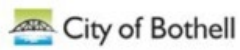


“There’s no greater challenge
and there is no greater honor
than to be in public service”

Condoleezza Rice



PRINCIPAL REPRESENTATIVES



2020 GOVERNING BOARD*(As of January 1, 2020)*

Chair
Dan Yourkowski
Police Chief
City of Normandy Park

Vice Chair
Jeff Clark
Fire Chief
Eastside Fire & Rescue

Nathan McCommon
Deputy City Manager
City of Bellevue

Bruce Kroon
Fire Chief
City of Bothell

Kyle Kolling
Police Chief
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

Chris Connor
Fire Chief
Fall City Fire District 27

Greg Ahern
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 Ahern
Fire Chief
Woodinville Fire & Rescue

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 member 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.

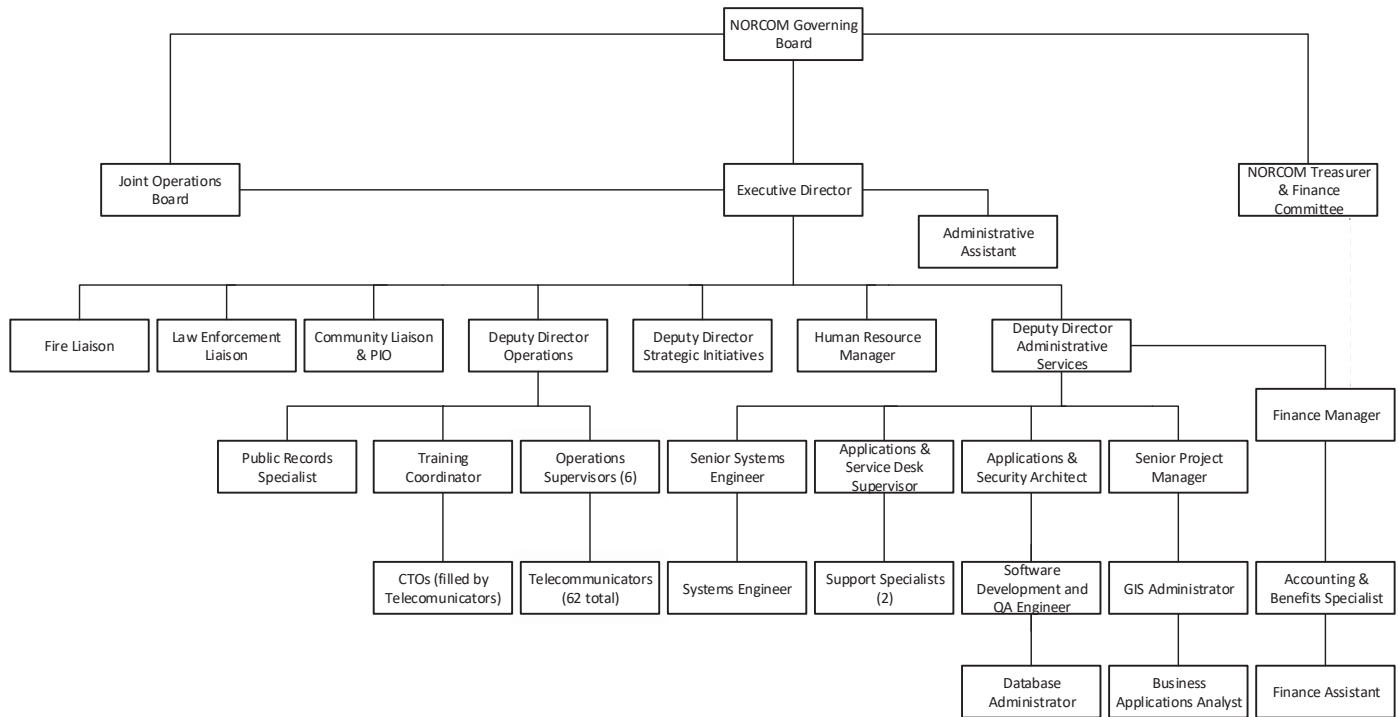
While the advances in technology provide NORCOM ways to improve our methods, it is becoming increasingly complex and expensive to maintain and replace the technology. By sharing the costs among NORCOM's partner agencies, we've eliminated the need for each city or municipality to acquire and maintain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

Increased 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.

2020 ORGANIZATIONAL CHART

(As of January 1, 2020)



DEPUTY DIRECTOR OF OPERATIONS

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

OPERATIONS

EXIGENT CIRCUMSTANCES

2020 was a unique year for NORCOM and the agency faced many simultaneous challenges. NORCOM solidified its leadership in 2020 with the promotion of Bill Hamilton as Director and Jeremy Henshaw as Law Enforcement Liaison as well as the hiring of Deputy Director Katy Myers and Finance Manager Marianne Ryerson.

As a regional Communications Center, NORCOM was involved in the first COVID-19 calls for service in the nation. This far reaching and all-encompassing event impacted numerous medical dispatching protocols, as well as the manner in which Police and Fire calls were handled. The pandemic also affected NORCOM as a workplace. Approximately 75% of NORCOM staff work in Operations and as essential workers are still required to come to work each day.



Roky Louie
Deputy Director of Operations

Many internal health and safety policies were implemented to include requirements for masks, social distancing, and keeping the workplace sanitized. Adjustments had to be made for quarantining employees, and allowing for the various ways the families of our employees were impacted. A major focus was to continue to protect our employees, while maintaining effective services for our communities and first responders.

This was also a time of national unrest and many local protests and civil unrest occurrences impacted NORCOM directly. All of these events had a unique impact on NORCOM operations.

DEPUTY DIRECTOR OF OPERATIONS (CONTD)

CALL PERFORMANCE

The blend of the pandemic, civil unrest, as well as transitioning from low staffing in 2019 to full staffing in 2020 together had a unique impact on NORCOM's service levels.

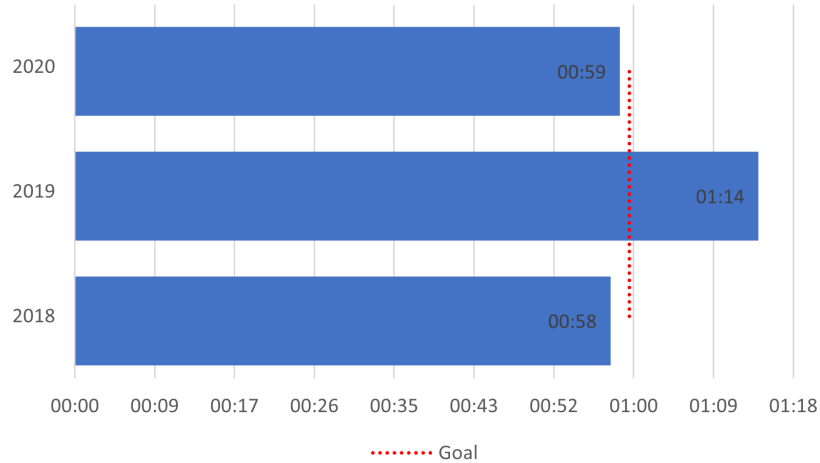
- NORCOM's call volume decreased by 7%, from 304,782 calls answered in 2019 to 284,611 calls answered in 2020.
- The National Emergency Number Association (NENA) standard changed from answering 90% of calls in 10 seconds or less to 90% of calls in 15 seconds or less. NORCOM exceeded the old standard in 2019 with an overall result of answering 96.53% of calls in 10 seconds or less. NORCOM also exceeded the new standard in 2020 by answering 97.75% of calls in 15 seconds or less.
- NORCOM dispatched a total of 120,406 police calls with at least one unit attached, an 8.7% increase over 109,876 from the previous year.
- By contrast, NORCOM dispatched a total of 64,317 fire calls with at least one unit attached in 2020, a reduction of 6.01% over 68,183 in the previous year.
- Police Priority 1 and 2 calls were dispatched on average within 59 seconds. This is an improvement over the 74 seconds average of the previous year.
- Police Priority 3 calls were dispatched on average within 2 minutes 14 seconds, an improvement over 2 minutes 28 seconds in the previous year. The internal standard is 3 minutes for this priority.
- The percent of fire calls dispatched in 60 seconds or less, a National Fire Protection Authority (NFPA) standard, was 82.46% this year, a very slight increase over 82.33% the previous year.

2020 GOALS AND OBJECTIVES

- Continue to update NORCOM policies and procedures in the areas of call taking, training, fire dispatch, police dispatch, and continuity of operations.
- Establish regular Continuity of Operations/ Emergency Operations testing to include unscheduled testing of evacuations to our Redmond backup center, network outages, radio site trunking, and Telephone Denial of Service (TDOS) attacks.
- 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.

Police Dispatch Standards

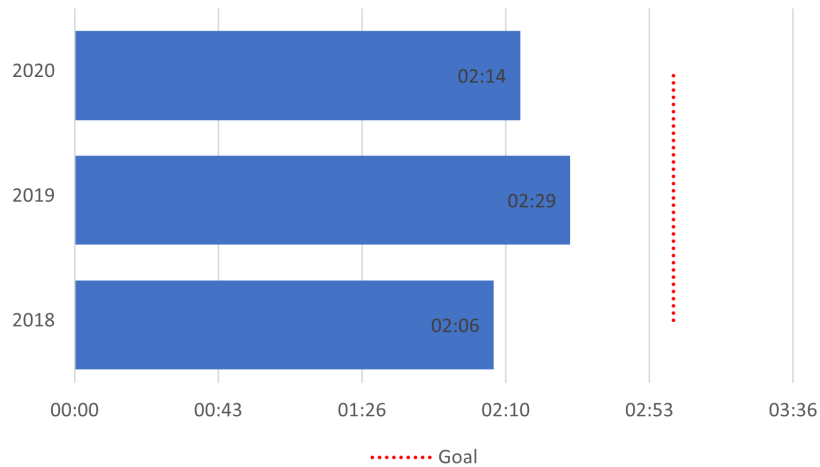
120,406 Calls Dispatched



Priority 1 & 2 Dispatch Times.

Goal: Dispatch time less than 1:00.

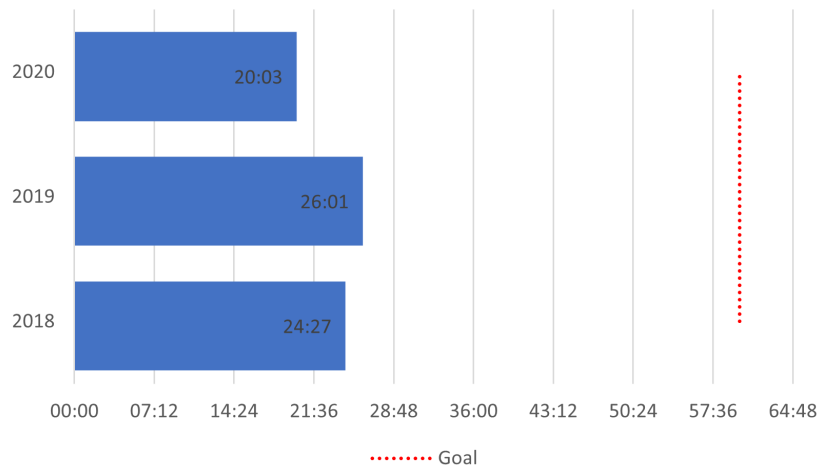
Data Source: Raadar Statistical Reports: Response Times



Priority 3 Dispatch Times.

Goal: Dispatch time less than 3:00.

Data Source: Raadar Statistical Reports: Response Times



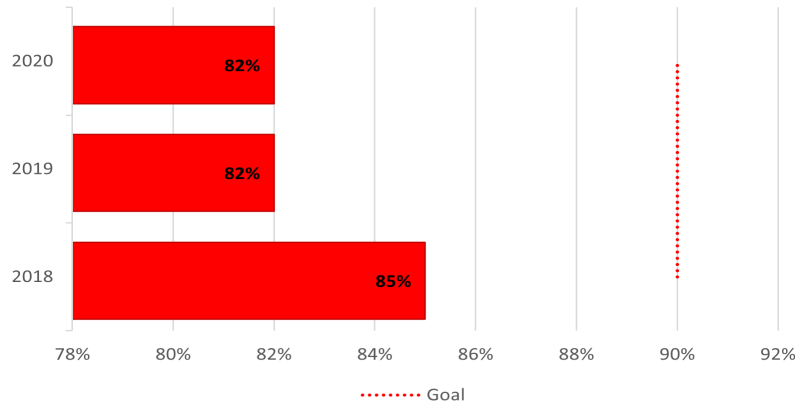
Priority 4 & 5 Dispatch Times.

Goal: Dispatch time less than 60:00.

Data Source: Raadar Statistical Reports: Response Times

Fire/EMS Dispatch Standards

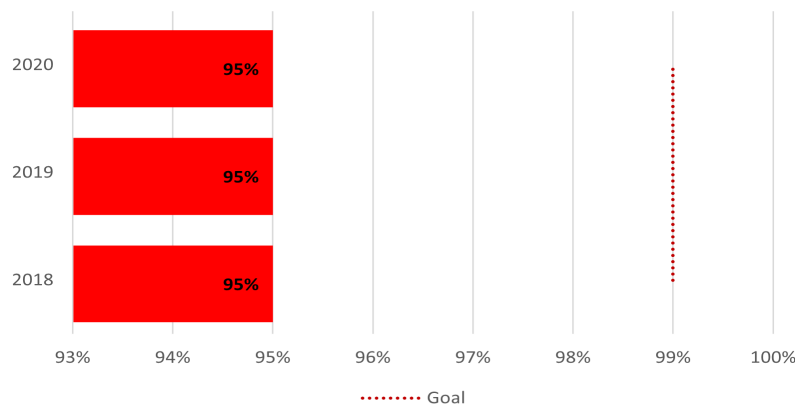
64,317 Calls Dispatched



NFPA 60-second Standard

Goal: 90% of calls in 60 seconds or less

Data Source: Raadar Fire Reports: Fire Response Times



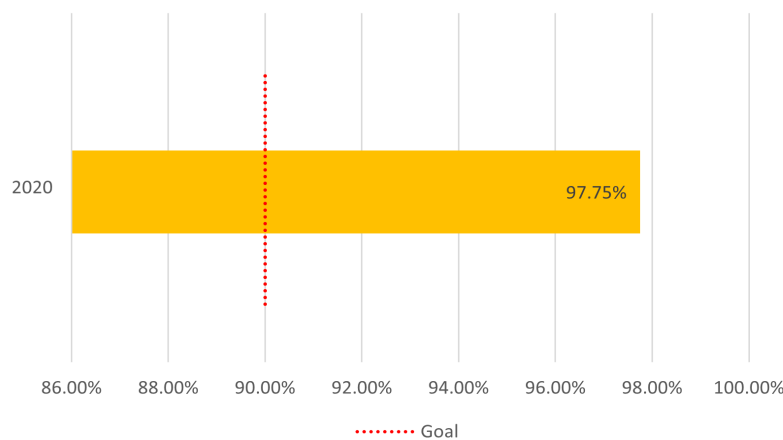
NFPA 90-second Standard

Goal: 99% of calls in 90 seconds or less

Data Source: Raadar Fire Reports: Fire Response Times

Call Answering Standards

284,611 Incoming Calls Processed



NENA 15-second call answering standard.

Goal: 90% of calls in 15 seconds or less

Data Source: ECATS Standard Reports: Last 12 month Answer Time

DEPUTY DIRECTOR OF ADMINISTRATIVE SERVICES

The Deputy Director of Administration is responsible for overseeing and managing administrative functions, including Finance, Information Technology, and Public Records.

Public Records

NORCOM has one Public Records Officer who responds to requests for public records under the Public Records Act. In 2020, NORCOM responded to 1820 requests, an increase of almost 700 from the year prior. Requests were for assorted data, audio recordings of 911 calls and radio traffic, computer aided dispatch (CAD) logs. Requestors include our subscriber agencies, other local and federal law enforcement agencies, other PSAPS, various city/county prosecutors, other government agencies, and the public.

NORCOM implemented an online public records portal called GovQA in 2020. This system streamlines the process of requesting, redacting, compiling, releasing, and tracking record requests. GovQA allows requestors to submit their requests easily and quickly and for the Public Records Officer to view, clarify, process, and release the responsive records. GovQA is accessed from the NORCOM 911 website under the Public Records Section. Overall, GovQA is a positive and productive addition to the NORCOM public records unit.



Katy Myers
Deputy Director of
Administrative Services

FINANCE

The finance business unit provides fiduciary support to other business units and has primary responsibility for the 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 annual budget development and prepares the annual financial statements.



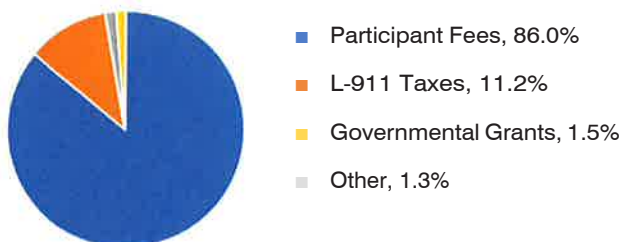
Marianne Ryerson
Finance Manager

2020 NORCOM Financial Summary

The 2020 operating budget expenditures were approved with a 5.4% increase over 2019. The operating budget includes personnel costs, services and supply expenditures, and fund transfers. NORCOM strives to minimize assessments billed to its member agencies by searching for and utilizing outside revenues from a variety of sources.

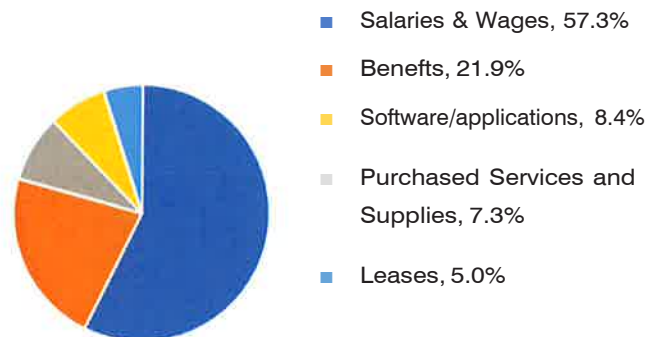
Revenues

The primary source of NORCOM's revenue continues to be assessments issued to NORCOM's participating agencies. Outside of participant fees, NORCOM's other revenue sources include tax collections from the King County E-911 Program Office, King County EMS tax levy grants, and Shoreline IT services provided by NORCOM. In 2020, NORCOM collected a total of \$13,028,000 from all revenue sources:



Expenditures

The most significant portion of NORCOM's annual expenditures are personnel expenditures. Additionally, NORCOM dedicates a portion of its budget towards software maintenance- including support for two Computer Aided Dispatch systems, facility, and radio site leases, and purchased services such as legal and background check services for recruitment processes. In 2020, NORCOM spent a total of \$13,842,940.



In 2020 NORCOM faced several unexpected expenditures- including an excise tax liability and expenses incurred to ensure employee safety during the COVID-19 pandemic. NORCOM Management worked diligently to cut all discretionary expenditures. Interfund transfers were made from the two stabilization funds, the Capital projects fund and the E911 escrow, to ensure the year ended with a balanced operating budget.

Fund	Total Transfers to Operating Fund
Capital Projects	19,257
Operating Expense Reserve	100,000
E-911 Escrow	100,000
Rate Stabilization	417,498
<hr/>	
Total	636,755

NORCOM's Financial Future

NORCOM remains mindful of economic conditions which would impact user fees. There are several items in NORCOM's near future management is monitoring, as they represent an increase NORCOM's overall financial responsibilities. These include a planned reduction in tax revenues from the E911 Program Office and increased radio costs from PSERN. To properly prepare for these factors, NORCOM Management continues to be involved in relevant discussions with outside agencies and is making improvements in current budgeting, forecasting, and reporting processes.

2020 Major Accomplishments

- **Increased fiscal accountability-** Updated and implemented numerous improvements in internal controls and finance-related processes. An example of new processes include a change in documentation requirements for financial transactions to demonstrate the business purpose and allow for easier reporting of expenses.
- **Implementation of new payroll system-** NORCOM implemented ADP at the beginning of 2020. While the implementation was initially difficult, NORCOM underwent ADP's Payroll Excellence program to address ADP's functionalities step by step. Improvements are still underway, such as an API connection between ADP and the Telecommunicator Time and Attendance system, Telestaff. Overall, implementation has resulted in fewer errors and timely and efficient payroll processing at a lower cost to NORCOM.
- **Growing Transparency and Collaboration-** Through work by NORCOM Leadership, reliance and trust in the finance department has been strengthened. Collaboration between the finance department and other departments has allowed for more accurate financial reporting and budget development. The Finance Department has become a resource for staff relating to business operations.

Billable Calls for Service and Agency Fees

NORCOM's 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 preceding calendar quarters.

The calculation is as follows:

1. Calculate NORCOM's FTE Percentage based on the following functions:
 - a. Call Receiver
 - b. Police Department Dispatch
 - c. Police Department Radio
 - d. Fire Department Dispatch
2. Calculate Agency Call Receiver Cost
 - a. $\text{Unfunded budget} \times \text{Call Receiver FTE \%} \times (\text{AgencyCFS} / \text{Total CFS})$
3. Calculate Fire/EMS Dispatch Contribution
 - a. $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{AgencyCFS} / \text{Total Fire CFS})$
4. Calculate Police Dispatch Contribution
 - a. $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{AgencyCFS} / \text{Total Police CFS})$
5. Calculate Police Data Radio Contribution
 - a. $\text{Unfunded budget} \times \text{Police Data FTE \%} \times (\text{AgencyCFS} / \text{Total Police CFS})$

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.

2020 Agency User Fees

	2020 Total	2019 Total
Bellevue Police	3,524,226	3,509,321
Clyde Hill Police	84,103	101,742
Kirkland Police	2,164,598	2,085,308
Medina Police	66,960	80,393
Mercer Island Police	569,569	616,775
Normandy Park Police	113,167	105,000
Total Police	6,522,622	6,498,539
Bellevue Fire	1,205,255	1,172,653
Bothell Fire	380,163	367,660
Duvall Fire	56,969	55,188
Eastside Fire and Rescue	644,718	639,538
Fall City Fire	33,654	34,108
Kirkland Fire	498,630	489,642
Mercer Island Fire	165,022	169,409
Northshore Fire	190,843	189,159
Redmond Fire	608,020	590,836
Shoreline Fire	619,120	639,501
Skykomish Fire	16,855	21,809
Snoqualmie Pass Fire	28,401	-
Snoqualmie Fire	49,451	47,736
Woodinville Fire	184,216	182,764
Total Fire	4,681,316	4,600,003
Agency Total	11,203,938	11,098,542

2021 & Beyond Goals - Objectives

- Begin preparation for fund reductions in the E-911 program reimbursements.
- Research opportunities to increase revenue from various new sources and opportunities.
- Complete Financial Policies and Procedures review process to verify all written SOPs are up to date and compliant with applicable laws and Governing Board expectations.

INFORMATION TECHNOLOGY

The Information Technology department manages the agency's technology systems and equipment at multiple locations. Major systems include network and security systems, two Computer Aided Dispatch (CAD) systems, Alpha-numeric paging system, Real-time Agency Activity Display and Reporting (RAADAR), and the voice and data logging recording system. The department also supports numerous other technical and software systems, interfaces, and agency-owned hardware and software components for the 911 Dispatch Operations Center, administration, backup facility, paging sites, and the disaster recovery site.

The department includes two supervisors and seven technology professionals.

2020 Major Accomplishments:

1. Consolidated 1557 duplicate jackets reducing the number of records to review.
2. NORCOM received new radio dispatch equipment as part of the PSERN radio project.
3. Migrated the WACIC/NCIC Message Switch to a more resilient virtual server.
4. Expanded and signed the NG911 Federal Grant Contract and requested our first reimbursement.
5. Completed the Central Square Rehost project that began in 2019.
6. Implemented Tyler GIS Testing environment.
7. Completed the database work to connect Bellevue to iBase.
8. Integrated RapidSOS into Central Square CAD.
9. Published a new, updated NORCOM Website with improved usability and a fresh look.
10. Disaster Recovery site brought online at RCECC.
11. Received approval and began work to move into a larger and more appropriate space for our backup center at Redmond.
12. Supported admin and tech staff who began working from home.

HUMAN RESOURCES MANAGER

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

Recruitment

In 2020, Human Resources (HR) hired seven Telecommunicators and transferred two employees into the role. HR also managed the process to fill two IT positions and five administrative positions: Executive Director, Law Enforcement Liaison, Public Records Specialist, Finance Manager, and Deputy Director of Administrative Services.

Promotions

Last year, three supervisor vacancies were filled from the eligibility list created in 2019. Recruitment for the Executive Director and Law Enforcement Liaison positions also resulted in promotions.

Retention

The Telecommunicator positions were fully staffed or overstaffed for most of the year.

Note: The option to maintain a +4 over-hire in this position was deferred indefinitely due to budget considerations.

Strategies to maintain low turnover included enhanced candidate screening methods and a focus on employee support and engagement.



Judy Cayton

Human Resources Manager

2021 Goals and Objectives

- Continue efforts to maintain staffing levels at or near 100%
- Develop and implement strategy to increase diversity in applicant pool
- Continue to identify and implement best practices that foster employee engagement.
- Continue to lead policy development team
- Cultural and Bias awareness training for all staff

TRAINING

The Training Department has a total of seven Communications Training Officers (CTOs). They are primarily responsible for the one-on-one training of new Telecommunicators through Call Receiving, Fire Dispatching, and Police Dispatching. In 2020, NORCOM's training cadre, including CTOs, fill-in-trainers, and Operations Supervisors, trained 35 Telecommunicators in various stages of initial one-on-one training. This resulted in over 14,350 hours of training. NORCOM hired nine Telecommunicators during 2020; seven new hires, two rehires. Of those still in training, 21 were 2019 hires, four were 2018 hires and one a 2017 hire; five resigned, and one did not pass the one-on-one training.

The seven Telecommunicators hired during 2019 participated in a Call Receiving Academy of about 400 hours. Call Receiving Academy is a combination of the traditional in-house training academy and a self-paced academy experience. 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. They all 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.

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

- **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.
- **BOOST** (Building Opportunities with Optimism, Skills and Training) – A monthly training “scavenger hunt” encouraging operations personnel to become more familiar with workplace resources, policies, and procedures.
- **OTHER** – Additional internal and external opportunities which Telecommunicators may request to enhance their basic skills in a particular discipline or learn advanced skills.

In 2021, the Training Department will continue to support NORCOM's mission of being “Caring and Trusted Servant(s) 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
- Strengthening the CTO workgroup through additional instructor development training
- Hosting regional Telecommunicator-focused training courses
- Assisting the King County E911 Program Office in developing regional training opportunities
- Assisting King County EMS in developing regional CE training
- Re-certifying Criteria Based Dispatch instructors
- Re-launch of NORCOM's High Risk, Low-Frequency simulation training program
- Providing dispatchers for various activities such as promotional testing events, MCO drills and active shooter drills

LAW ENFORCEMENT LIAISON

The primary role of the Police Liaison 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.



Jeremy Henshaw



2020 HIGHLIGHTS

SWATTING PROCEDURES: New procedures were written and implemented to address, “SWATTING,” (the false reporting of critical incidents to garner a tactical team or other high profile emergency response). These procedures have enhanced NORCOM’s ability to identify possible indicators early in the call process.

COOPERATIVE TRAINING: In a collaborative effort to increase effectiveness and best understand mutual needs, Police agencies and NORCOM are working together to identify areas of mutually beneficial training.

STANDARDIZATION: The Police Operations Committee is working to align new police programs, protocols or updates to policy across all police agencies. When feasible, this alignment will help reduce confusion and increase effectiveness.

COVID-19: NORCOM and the Police Ops group continue to work together to maintain regulations and procedures for dispatch concerning agencies’ temporary adjustments due to the Pandemic.



TC Nicole Benson Visiting Kirkland

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.



2020 HIGHLIGHTS

COVID-19 Pandemic: 2020 marked a difficult year with unprecedented challenges in responding to the COVID-19 pandemic. NORCOM worked closely with Zone 1 EMS providers and King County EMS to review, update, and implement pandemic procedures. NORCOM staff updated triage questioning for all calls and maintained a list of high-risk facilities identified by Public Health to ensure that responders maintained access to the most accurate information to keep themselves and the community safe and healthy.



Chris Perez

Pipeline Identification: NORCOM's jurisdiction includes two major transmission pipelines, which carry fuels such as gasoline, diesel, jet fuel, and natural gas. Working with the NORCOM GIS Administrator, these pipelines have been mapped and "geo-fenced" allowing dispatchers and responders to receive alerts when dispatched to incidents near the pipelines.

CAD Operations Team: In past years, operational updates to the CAD system related to response plans, paging information, and unit configuration rested on a single person. Early in 2020 this workload was passed on to a team of trained Operations staff, increasing capacity for this work and reducing single points of failure.



Recognition:

King County EMS Awards

King County EMS Dispatcher of the Year for Sustained Exemplary Performance – Mark Wood

“Mark does a great job getting key information even from frantic callers. He calmly provides assurance without promising service. He can talk callers through all aspects of a call, up to and including giving perfect pre-arrival instructions. His ability to control a call with a calm and extremely efficient call taking style has been described as a ‘pleasure to watch.’”

King County EMS Dispatcher of the Year for Handling of a Critical Event – Laura Stiers

Laura provided quick and effective CPR instructions to a niece who had arrived home to find her aunt unconscious and not breathing normally. Laura didn’t hesitate to start CPR instructions and remained calm and collected during the entire call. The patient herself reached out to us after the call and said, ‘If it hadn’t been for the dispatcher, I’d be dead. I am forever grateful.’”

Recognition:

NORCOM Annual Awards

Team Excellence Award COVID Response Team

COVID Task Force - On February 28th, COVID struck our service area and we became the tip of the spear across the nation. NORCOM responded quickly and developed a COVID Task Force charged with internal and external communications, representation at regional COVID meetings, as well as general contingency planning, policy development and associated recommendations to the Director. The team worked very hard behind the scenes to make our workplace safer. The team was led by Roky, and consisted of Jamie Hoppen, Jeremy Henshaw, Andrew Johnson and Chris Perez.

This team was further supplemented and supported daily by the dedication, hard work and creativity of Maggie Johanson and Brittney Rhodes. Through their actions, this team demonstrated each and every CARES value, going well above and beyond “the call of duty” in identifying numerous ways to keep NORCOM employees safe, informed and prepared for the worst. NORCOM is grateful for their selfless contributions and continued diligence in these areas. While the pandemic still rages on a full year later, their efforts continue to keep us safe and I am grateful to them.

**Telecommunicator of the Year –
Angel Francois**

Angel continually demonstrates her willingness to go above and beyond to help her co-workers. She's consistently patient and supportive in her role as a CTO, never forgetting what it's like to be new although she's had several years of experience. Angel has also done an amazing job leading NORCOM's Peer Support Program; growing the team and facilitating certification for the team members.

Call Taker of the Year – Kirsten Thompson

Kirsten has an unfailingly positive attitude and a calm, reassuring manner. She's able to take charge of an emergency situation without compromising her level of customer service.

"In order to decide who I wanted to nominate for sustained exemplary performance this year, I thought about who I would most want to talk to if I were having a medical emergency. Kirsten is the one that came to mind. She has such a determinedly positive attitude and a calm and reassuring manner. She's able to control callers through their emergencies without compromising her level of customer service. For those reasons, I think she demonstrates sustained exemplary performance."

**Police Dispatcher of the Year –
Selina Velasquez**

Selina sets the bar for police dispatching at NORCOM. She was the primary dispatcher during the riot in March of 2020 and performed with her usual excellence. There's not a situation Selina doesn't handle calmly, quickly and effectively.

Fire Dispatcher of the Year – Heidi Haley

"Heidi demonstrates repeatedly that she can expertly manage updates from the field and the room while working as a fire dispatcher."

Supervisor of the Year – Billy Marshaleck

Billy provides positive feedback and also uses mistakes as teaching moments. Billy truly cares about seeing everyone succeed and provides an environment of continuous learning and professional growth.

**Administrative Employee of the Year –
Marianne Ryerson**

Marianne Ryerson came to NORCOM in 2020 and immediately got to work. She began reconciling accounts, fixed multiple payroll issues to ensure employee time and pay was accurate, and provided insight and guidance to the team for purchasing and finance. She has improved and expanded working relationships with our Finance committee, adjusted finance related policies to ensure our agency is following recommended practices and has reviewed countless contracts, SOWs, and agreements. The workload has been significant, and through it all Marianne responded to our questions, asks, and needs – professionally and efficiently.

Thank you, Marianne, you truly exemplify the core values of NORCOM and we are a better NORCOM for having you

IT Employee of the Year – Zeb Middleton

Last year while most of the IT staff worked remotely due to COVID, Zeb spent 4-5 days a week supporting Shoreline Fire in person. He helped open a new station, kept tablets and laptops running, and made sure office staff could work remotely. He gave Shoreline stellar support through these unprecedented times.

Thank you for
allowing us the
privilege to serve

