



## **AGENDA**

NORCOM Governing Board  
December 10, 2021, 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 12, 2021
  - B. AP Reports November
5. For Briefing to Board
  - A. Staffing Update
  - B. NORCOM Liaisons- A year in review
6. For Board Decision
  - A. Resolution 198 - Adoption of the 2022 Budget
  - B. Resolution 197 - Establishing Juneteenth as a legal holiday for NORCOM
  - C. Resolution 196 - NORCOM Agency Service Agreements and Mergers
7. Information Technology and Operations Newsletters
  - A. Information Technology and Operations Newsletter
8. Executive Session

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

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

• *RCW 42.30.110(1)(f) to receive and evaluate complaints brought against an employee.*

A. NORCOM Associated Guild Collective Bargaining Agreement

9. Adjournment

The next Governing Board meeting is scheduled for January 14, 2022



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: Governing Board Meeting Minutes November 12, 2021

---

### Executive Summary:

The November 2021 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:

None

### Options

### Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

---

## Attachments

Governing Board Minutes 111221



## MEMBERS

Nathan McCommon	City of Bellevue
Bruce Kroon	City of Bothell
Beth Goldberg	City of Kirkland (Vice-Chair)
Steve Burns	City of Medina
Ed Holmes	City of Mercer Island
Dan Yourkoski	City of Normandy Park
Mark Correia	City of Snoqualmie
Jeff Clark	Eastside Fire & Rescue (Chair)
Doug McDonald	Northshore Fire Department
Adrian Sheppard	Redmond Fire Department
Matt Cowan	Shoreline Fire Department
Jeff Clark	Woodinville Fire & Rescue

## ABSENT

Kyle Kolling	City of Clyde Hill
Joshua Erskine	Duvall Fire District #45
Brian Culp	Fire District 27
Jay Wiseman	Snoqualmie Pass Fire
James Knisley	Skykomish Fire District #50
Michael Olson	City of Kirkland (Board Treasurer)

## VISITORS

Jami Hoppen	KC911
Deb Flewelling	KC911
Mozelle Fok	City of Bellevue

## NORCOM STAFF

Bill Hamilton	Executive Director
Roky Louie	Deputy Director, Operations
Katy Myers	Deputy Director, Administrative Services
Judy Cayton	Human Resource Manager
Marianne Ryerson	Finance Manager
Jeremy Henshaw	Law Enforcement Liaison
Cory James	Fire Liaison
Deanna Gregory	Pacifica Law Group
Brittney Rhodes	Public Records Specialist
Maggie Johanson	Administrative Assistant



- **Call to Order**

Chief Jeff Clark, Governing Board Chair, called the Governing Board meeting to order at 9:00 a.m. The meeting was posted publicly and held via video conference due to the COVID pandemic restrictions.

- **Roll Call**

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

- **Open Communications from the Public**

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

- **Consent Agenda**

- **Governing Board Minutes for October 8, 2021 Meeting**
- **Accounts Payable Report October 2021**

There was no discussion on any consent agenda items.

Deputy City Manager McCommon made a motion to approve the Consent Agenda. Chief McDonald seconded the motion.

Motion carried.

- **For Board Briefing**

- **Reporting the Disaster Recovery Project Completed**

In 2018-2019 the Governing Board approved The Disaster Recovery Project. The project was designed to support NORCOM's ability to store and restore data in the case of critical failures at our Primary Bellevue location. In the event of a critical failure, all critical data is backed up and can be restored from the Renton facility, backups occur hourly. The approved amount allocated by the Governing Board for the project was \$525,000. Two resolutions were issued to approve funding of this project however the total expenditures related to the Disaster Recovery Project exceeded the amount allocated, with the total of \$669,585. NORCOM management identified a Grant through the Next Generation 911 Program to assist with a portion of the total expenditures in the amount of \$131,454, which was awarded to NORCOM, bringing the total amount paid by



NORCOM from the Capital Project Fund to \$538,141. Chief Kroon asked how often the system backs up. It was reported that the system backs up hourly. Deputy City Manager McCommon asked if the Disaster Recovery site is systems and information only and that Redmond is still our backup center, if we have a good understanding of the long term consistency, do we have a lease with Renton and if so what are the monthly costs. It was confirmed that the Disaster Recovery site in Renton is system & information only, Redmond is still our backup facility. We have a no cost lease with Renton allowing us to use their space and them ours. We pay a monthly cost for network connection and license renewal every three years which is included in the budget forecast.

- **Draft Resolution 196 – NORCOM Agency Service Agreement and Mergers – Inter-local Agreement (ILA) considerations**

Director Hamilton briefed the Board on the concern of the Inter-Local Agreement which was signed back in 2007 not addressing situations such as partnerships. A draft resolution and amendment was presented to the Governing Board with the request for a formal decision be made at the December Governing Board meeting.

Resolution 196 amends the NORCOM Interlocal Agreement to clarify the status of certain merged principals for purposes of Governing Board Operations, and providing other matters related thereto.

Due to the recent partnership of Woodinville Fire & Rescue with Eastside Fire & Rescue and the thought that additional partnerships may occur in the future this issue needs to be addressed.

Chief Clark and Director Hamilton have discussed the current partnership of Eastside Fire & Rescue and Woodinville, which gives Chief Clark two votes which he does not feel he should have. Deputy City Manager McCommon commented he appreciates the suggested language change. Chief Clark stated if anyone has questions or needs clarification legal counsel Deanna Gregory is available. Deputy City Manager McCommon asked if the Governing Board has authority to amend the ILA. Deanna Gregory explained that a supermajority vote could amend the ILA, there are certain limitations, but this is a topic that can be amended by the Board. Chief Holmes stated he appreciated Chief Clark bringing up the topic and asked if Woodinville as a principal wanted to keep their vote could they have a City employee be their principal representative? Deanna Gregory explained to the Board that as a City they can have a vote, but because it is a fire district they cannot. If a city contracts fire service this allows them a vote as referenced in the amendment provided.

- **Department Reports**

- **October Information Technology & Operations Updates Newsletter**

The October edition of the Newsletter provides information with an overview of projects and upcoming events.



o **Executive Session**

An Executive session was held to brief the Board on a confidential matter. The Executive session started at 9:30 with a request for 30 minutes, an additional 10 minutes were requested. Executive session ended at 10:10.

No action was taken.

Regular session resumed at 10:11.

o **Future Meetings**

Chief Clark brought up the topic of in person meetings and if there was any indication when Kirkland will be reopening to the public. Deputy City Manager Goldberg stated she has not heard anything at this time but will keep us posted.

o **Adjournment**

Chief Holmes motioned to adjourn the meeting, Chief Cowan seconded the motion.

Motion carried.

The meeting adjourned at 10:12.

The next Governing Board meeting is scheduled for December 10, 2021.

Approved by:

---

Chair

Attest:

---

Secretary



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: 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:

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:

NOTE: The information presented is through November 28th due to the timing of the Finance Committee meeting.

### Options

### Risks

Finance Committee Review: Yes

Legal Review: No

Joint Operations Board Review: No

---

## Attachments

AP Reports November



## NORCOM

ACTIVITY NOVEMBER 1, 2021 THROUGH NOVEMBER 28, 2021

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$851,531.32

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

**501- Operating**

for Period Ending November 28, 2021

	2021 Budget	November Activity	2021 Collected to Date	% collected
Agency Revenue	11,754,115	-	\$ 11,754,115	100%
Agency Reimbursements	200,918	23,051	\$ 117,246	58%
Grants/Intergovernmental/Interest	350,000	4,320	\$ 209,560	60%
Total	12,305,033	27,371	12,080,921	98%
Transfers In	1,116,691	-	\$ 751,247	67%
Revenues + Transfers	13,421,724	27,371.45	12,832,168	96%

**Expenses**

	2021 Budget	November Activity	2021 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	7,638,542	\$ 544,993	\$ 6,222,591	81%	1,415,951
Salaries & Wages - Overtime	167,586	\$ 55,574	\$ 342,988	205%	(175,402)
Professional Reimbursements	4,200	\$ 323	\$ 3,651	87%	549
Medical	1,119,908	\$ 90,434	\$ 998,152	89%	121,756
Dental	96,868	\$ 7,641	\$ 84,923	88%	11,945
Vision	12,850	\$ 1,017	\$ 11,268	88%	1,582
Long-Term Care	6,600	\$ 446	\$ 5,198	79%	1,402
Medicare	113,434	\$ 8,060	\$ 88,174	78%	25,260
MEBT	480,243	\$ 36,318	\$ 406,449	85%	73,794
PERS	1,005,972	\$ 60,858	\$ 762,245	76%	243,727
Washington FMLA	16,302	\$ 859	\$ 9,616	59%	6,686
Unemployment	79,288	\$ 818	\$ 55,941	71%	23,347
Workers Comp	12,447	\$ 1,293	\$ 13,876	111%	(1,429)
Total Personnel	10,754,239	808,632	\$ 9,005,071	84%	1,749,168
Advertising	10,000	\$ -	\$ 1,614	16%	8,386
Bank Fees	50	\$ -	\$ 155	310%	(105)
Cellular,Pager & Radio Svcs	50,588	\$ 3,011	\$ 33,939	67%	16,649
Computer Hardware-Non Capital	10,100	\$ -	\$ 3,225	32%	6,875
Consumable Goods	5,830	\$ 431	\$ 5,396	93%	434
Dues & Memberships	11,110	\$ 893	\$ 11,335	102%	(225)
Equipment Leases	19,500	\$ 1,672	\$ 17,654	91%	1,846
Facility Lease	670,456	\$ 44,760	\$ 606,686	90%	63,770
Financial Audit	23,000	\$ -	\$ 52,032	226%	(29,032)
Hosted Services	118,123	\$ 77	\$ 90,524	77%	27,599
HR Services	65,500	\$ -	\$ 64,583	99%	917
Insurance	80,000	\$ -	\$ 77,185	96%	2,815
Local Travel/Training/ Mileage	6,450	\$ 169	\$ 2,420	38%	4,030
Network Service	21,142	\$ 477	\$ 23,185	110%	(2,043)
Office Furniture	7,750	\$ -	\$ 118	2%	7,632
Office Supplies	7,600	\$ 43	\$ 2,577	34%	5,023
Operating Supplies	2,350	\$ 111	\$ 3,076	131%	(726)
Parking Lease	82,800	\$ 4,534	\$ 48,334	58%	34,466
Payroll Services	29,700	\$ 394	\$ 19,806	67%	9,894
Postage	1,000	\$ 58	\$ 393	39%	607
Printing	1,100	\$ -	\$ 79	7%	1,021
Professional Services	171,440	\$ 63	\$ 246,845	144%	(75,405)
Publications	800	\$ -	\$ 381	48%	419
R&M - Network Equipment	143,390	\$ -	\$ 2,059	1%	141,331
R&M - Office Equipment	5,000	\$ -	\$ 612	12%	4,388
R&M - Software Maintenance	907,445	\$ 31,130	\$ 946,539	104%	(39,094)
Radio Site Lease	50,657	\$ 566	\$ 9,419	19%	41,239
Recruitment Supplies	2,000	\$ -	\$ 551	28%	1,449
Small Tools & Minor Equipment	14,750	\$ -	\$ 6,093	41%	8,657
Software/Licensing	93,004	\$ 18,765	\$ 51,640	56%	41,364
Telephone Services	46,100	\$ 3,285	\$ 36,152	78%	9,948
Training/Conf Registrations	3,000	\$ -	\$ 942	31%	2,058
Training/Conf Registrations/ Travel	5,750	\$ -	\$ 1,673	29%	4,077
Transfers Out	50,000	\$ -	\$ -	0%	50,000
Total Supplies & Services	2,717,485	110,439	\$ 2,367,222	87%	350,263
GRAND TOTAL	13,471,724	919,071	\$ 11,372,293	84%	2,099,431

**502- Capital Projects**

	2021 Budget	November Activity	2021 Spending to Date	% used	Remaining Balance
R&M - Software Maintenance	340,669	\$ -	\$ 67,964	20%	272,705
	340,669	-	67,964	20%	272,705

**503- Equipment Replacement:**

	2021 Budget	November Activity	2021 Spending to Date	% used	Remaining Balance
Computer Hardware-NonCapital	43,000	\$ -	\$ 6,594	15%	36,406
R&M Software Maintenance	360,500	\$ 72,312	\$ 234,487	65%	126,013
	403,500	\$ 72,312	\$ 241,081	60%	162,419

**505-E 911 Escrow**

Revenues:	2021 Budget	November Activity	Collected to Date	% collected
E-911 Escrow	1,166,691	-	\$ 875,019	75%
Investment Interest	-	-	\$ 1,959	
	1,166,691	-	\$ 876,978	75%
Expenditures:	2021 Budget	November Activity	2021 Spending to Date	% used
Transfers Out	1,116,691	\$ -	\$ 720,000	64%

## NORCOM Financial Summary

for Period Ending November 28, 2021

	2021 Adopted Budget	Actual	Percent of Budget
<b><u>501 - Operating Fund</u></b>			
2021 Beginning Fund Balance	-	\$0	
Agency Revenue	11,754,115	\$ 11,754,115	100.00%
Other Revenue	550,918	\$ 326,806	59.32%
Transfers In	1,166,691	751,247	64.39%
Revenue Collected	13,471,724	12,832,168	95.25%
Total Resources	13,471,724	12,832,168	
Personnel Expenditures	10,754,239	\$ 9,005,071	83.74%
Operating Expenditures	2,667,485	\$ 2,367,222	88.74%
Transfers Out	50,000	\$ -	0.00%
Total Expenditures	13,471,724	11,372,293	84.42%
<b>Available Fund Balance</b>	<b>\$0</b>	<b>\$1,459,874.77</b>	
<b><u>502 - Capital Projects Fund</u></b>			
2021 Beginning Fund Balance	638,154	\$638,154	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	638,154	638,154	
Expenditures	340,669	\$ 67,964	19.95%
Transfers Out	-	\$ -	0.00%
Total Expenditures	340,669	67,964	19.95%
<b>Available Fund Balance</b>	<b>\$297,485</b>	<b>\$570,190</b>	
<b><u>503 - Equipment Replacement Reserve</u></b>			
2021 Beginning Fund Balance	696,823	\$696,823	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	50,000	-	0.00%
Revenue Collected	50,000	-	0.00%
Total Resources	746,823	696,823	
Expenditures	403,500	\$ 234,487	58.11%
Transfers Out	-	-	0.00%
Total Expenditures	403,500	234,487	58.11%
<b>Available Fund Balance</b>	<b>\$343,323</b>	<b>\$462,336</b>	

	2021 Adopted Budget	Actual	Percent of Budget
<b><u>504 - Operating Expense Reserve</u></b>			
2021 Beginning Fund Balance	\$ 160,751	\$160,751	
Investment Interest	\$ -	-	0.00%
Other Revenue	\$ -	-	0.00%
Transfers In	\$ -	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	160,751	160,751	
Personnel Expenditures	-	-	0.00%
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
<b>Available Fund Balance</b>	<b>\$160,751</b>	<b>\$160,751</b>	
<b><u>505 - E-911 Escrow Trust</u></b>			
2021 Beginning Fund Balance	\$83,371	\$83,371	
Operating Revenue	1,116,691	\$ 876,978	78.53%
Investment Interest	-	1,959	0.00%
Revenue Collected	1,116,691	878,937	78.71%
Total Resources	1,200,062	962,308	
Expenditures	-	-	0.00%
Transfers Out	1,116,691	720,000	64.48%
Total Expenditures	1,116,691	720,000	64.48%
<b>Available Fund Balance</b>	<b>\$83,371</b>	<b>\$242,308</b>	
<b><u>506 - Rate Stabilization Reserve</u></b>			
2021 Beginning Fund Balance	\$807,041	\$807,041	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	807,041	807,041	
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
<b>Available Fund Balance</b>	<b>\$807,041</b>	<b>\$807,041</b>	



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: Staffing Update

---

### Executive Summary:

NORCOM staff wishes to provide a staffing and recruiting strategy update to the Board.

### Background:

NORCOM continues to experience staffing issues similar to PSAPs and other entities around the region, state, and country. The leadership team continues to explore mitigating options to implement until our staffing levels have improved.

### Past Board or Other Related Actions:

N/A

### Policy and Strategic Implications:

N/A

### NORCOM Staff Recommendation:

N/A

### Staff Comments:

N/A

### Options

### Risks

**Finance Committee Review:** No

The Finance Committee is aware of the staffing challenges and associated impacts.

**Legal Review:** No

NA

**Joint Operations Board Review:** No

NA

---

## Attachments

Staffing Update

---

# Staffing Update – August 2021

Budgeted Telecommunicator Positions - 62

Current # - 55

Candidates in pipeline - 11

---

# Staffing Update – Current State

Budgeted Telecommunicator Positions - 62

Current # - 59

Candidates in pipeline - 10

---

# Recruiting Challenges

- Tight labor market
- Small applicant pool
- Competition with other 911 centers

# Current Strategies

- Recruitment at PST
- Social media campaign
- Employee referral incentive campaign
- Recruiting cards
- Postings on several regional university and community college job boards

Instagram Account





---

## Current Strategies cont.

- Supporting 911 Program Office community outreach events
- Participation in RAGB Staffing Task Force
- Exploring Puget Sound 911 dispatch career network ad campaign
  - Cost share with other Puget Sound agencies
  - iHeart platform
  - Geo-targeting – Seattle/Tacoma and specific counties



# Strengths

- Two background vendors
- New medical provider for post offer exams
- Highly competitive pay and benefits
- Culture
  - Hiring practices
  - Mentor Program
  - Robust Events Committee

Pumpkin Decorating Contest



TC Week 2021





## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: NORCOM Liaisons- A year in review

---

### Executive Summary:

The Law Enforcement and Fire Liaison positions are unique to NORCOM but have proven critical in effective problem-solving, timely communication and bridging stakeholder goals with organizational resources and associated planning.

While 2021 brought many challenges, it was also a year that provided an opportunity to achieve full implementation of previous projects and initiate new ones on behalf of our customers.

### Background:

The Law Enforcement and Fire Liaisons are highly involved with customer projects and communications.

### Past Board or Other Related Actions:

None

### Policy and Strategic Implications:

None

### NORCOM Staff Recommendation:

NORCOM staff recommends the Board receive the brief presentation and ask questions as desired.

### Staff Comments:

No additional.

### Options

N/A

### Risks

N/A

Finance Committee Review: No

N/A

**Legal Review:** No

N/A

**Joint Operations Board Review:** No

N/A

---

### **Attachments**

2021 Liaison Projects

---

## 2021 Liaison Projects

---

# Law Enforcement Liaison 2021

2021 presented a number of complex challenges. Continued COVID-19 concerns, Blake legislation, 1310 legislation, PSERN upgrades, and the Washington State WACIC database formatting changes, are just a few of the areas we encountered.

Collaboration was key to our success.

---

# Law Enforcement Liaison 2021

- Capital Projects - Tyler CAD ShieldForce
  - Funding secured and testing was successfully completed in 2021
  - Go-Live in April of 2022
- WA Senate Bill 5476 - Blake Legislation
  - Established procedures for easy access and identification for field units to search global subject alerts for VUCSA referrals
- WA House Bill 1310 Legislation
  - As the State continues to define and clarify HB 1310, our law enforcement agencies worked with NORCOM to update guidelines to their responses

---

# Law Enforcement Liaison 2021

- WA State WACIC Database Formatting Changes
  - WA State made changes to the formatting on database queries
- PSERN Radio (Dispatch) Console Hardware Installed
  - Completed in March of 2021
- Tyler CAD Dispatching by Skills
  - Deployed police skills for DRE responses and added language abilities
  - This allows the possibility of interjurisdictional assistance



---

# Fire Liaison 2021

- COVID
  - Established modified dispatch protocols
  - NORCOM's COVID taskforce and other regional meetings
- Migrate Woodinville to Eastside Fire & Rescue's jurisdiction
  - Scheduled for mid-December – Significant training completed
- Ongoing agency response plan and other routine maintenance
- Paging solution workgroup
  - Collaborated with IT to determine alternatives to the current paging system (SERS)

---

# Fire Liaison 2021

- Single CAD Investigation Project
  - Researched in conjunction with IT and all other departments of NORCOM
  - Evaluated feasibility of migrating to a single CAD system with Governing Board approval
- Single CAD Migration Project
  - Ongoing project planning to migrate Fire agencies to Tyler CAD
- PulsePoint
  - Worked collaboratively to secure grant funding by Medic One Foundation for first year costs
  - Kick-off meeting scheduled in early December with go-live anticipated in 1<sup>st</sup> quarter 2022.

---

# Fire Liaison 2021

- Fire Station Construction and Movement
  - Bothell Station 45 – Included analysis of response times to determine appropriate location for station in CAD system
  - Kirkland Station 24 – Built new response area and response plans
- NFORS (Provides operational data analytics for fire agencies)
  - Project MOU's signed late 2020 with implementation completed early 2021
- Cascadia Rising preparation
  - Exercise in June 2022, currently planning the scope of NORCOM's participation



## **MEMORANDUM**

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: Resolution 198 - Adoption of the 2022 Budget

---

### **Executive Summary:**

#### **Staff seeks consideration and final action from the Governing Board**

The Board is being asked to adopt the NORCOM 2022 budget. There are several key features of this budget that include:

- Overall, user fees will increase 7%
- increases to personnel of approximately \$165,000
- a \$250,000 reduction of miscellaneous revenues due to the ending of the NG911 Grant and revisions made to the King County EMS Levy Funded Grant
- Two transfers will be made from the Operating Fund. One transfer will be directed to the Equipment Replacement Fund in the amount of \$50,000. The second is to the Capital Project fund for \$200,000 to pay for the implementation of Shield Force
- The Rate Stabilization Fund will not be utilized in 2022 to reduce user fees. The fund has a planned transfer of \$300,000 earmarked for the Alpha Numeric Paging System Upgrade Project

### **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 2022. The Governing Board has provided input and direction for consideration to the Finance Committee and NORCOM Management. On September 10<sup>th</sup>, the Governing Board approved this budget for submission to its agencies.

### **Past Board or Other Related Actions:**

Adoption of the budget is a routine and necessary element of the budget process.

### **Policy and Strategic Implications:**

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

### **NORCOM Staff Recommendation:**

NORCOM Staff recommends approval to adopt the 2022 budget.

**Staff Comments:**

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

**Options****Risks**

Adoption of the budget is required per the ILA. Failure to adopt forces NORCOM to begin operations in 2022 without a financial framework.

**Finance Committee Review:** Yes

The NORCOM Finance Committee has been advised of the 2022 budget recommendation and offered guidance, which have been incorporated.

**Legal Review:** No

NA

**Joint Operations Board Review:** No

NA

---

**Attachments**

2022 Budget Adoption

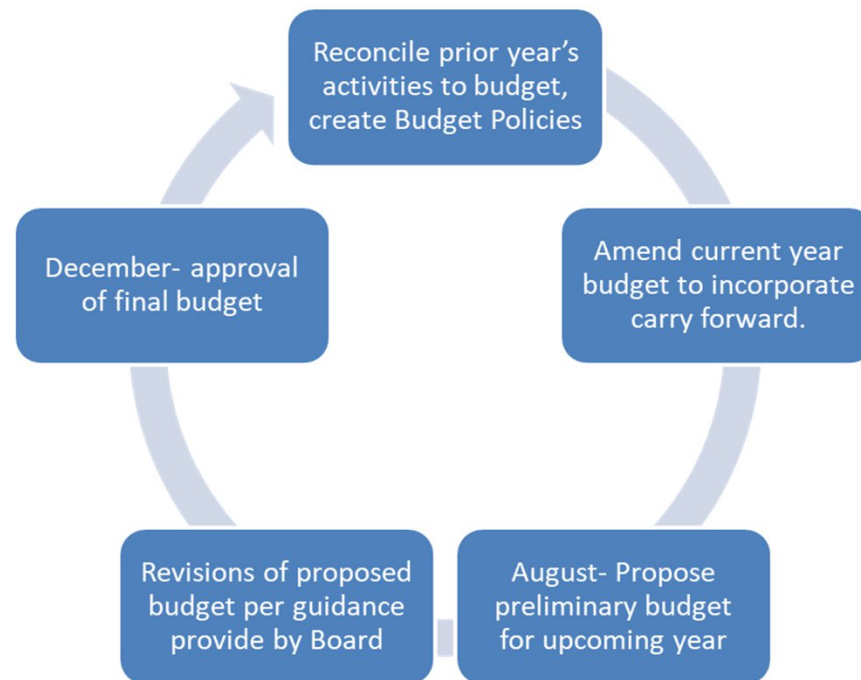
Resolution 198 / Appendix A

---

# 2022 Budget

December 10, 2021

# NORCOM Budget Process



---

## Key Budget Items:

- Two transfers will be made from the Operating Fund. One transfer will be directed to the Equipment Replacement Fund in the amount of \$50,000. The second is to the Capital Project fund for \$200,000 to pay for the implementation of Shield Force
- The Rate Stabilization Fund will not be utilized in 2022 to reduce user fees. The fund has a planned transfer of \$300,000 earmarked for the Alpha Numeric Paging System Upgrade Project
- User fees will increase 7%



# 2022 Fund Summary

## NORCOM Budget 2022 Financial Summary <sup>1</sup>

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ -	\$ 297,485	\$ 343,323	\$ 160,751	\$ 83,371	\$ 807,041	\$ 1,691,971
Revenue:							
From Participating Agencies	12,580,410	-	-	-	-	-	\$ 12,580,410
E-911 Revenue	-	-	-	-	1,166,691	-	\$ 1,166,691
Miscellaneous Revenues	296,000	-	-	-	-	-	\$ 296,000
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenue	12,876,410	-	-	-	1,166,691	-	14,043,101
<b>Total 2020 Resources</b>	<b>\$ 12,876,410</b>	<b>\$ 297,485</b>	<b>\$ 343,323</b>	<b>\$ 160,751</b>	<b>\$ 1,250,062</b>	<b>\$ 807,041</b>	<b>\$ 15,735,072</b>
Expenditures							
Salaries & Wages	8,088,573	-	-	-	-	-	8,088,573
Personnel Benefits	2,926,544	-	-	-	-	-	2,926,544
Operating Services & Supplies	2,777,984	-	-	-	-	-	2,777,984
Capital Outlays	-	482,334	300,000	-	-	-	782,334
<b>Total Expenditures</b>	<b>\$ 13,793,101</b>	<b>\$ 482,334</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,575,435</b>
Transfers:							
Transfers In	1,166,691	500,000	50,000	-	-	-	1,716,691
Transfer Out:							
To Operating	-	-	-	-	1,166,691	-	1,166,691
To Capital Projects	200,000	-	-	-	-	300,000	500,000
To ER & R	50,000	-	-	-	-	-	50,000
<b>Transfers In less Transfers out</b>	<b>\$ 916,691</b>	<b>\$ 500,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ (1,166,691)</b>	<b>\$ (300,000)</b>	<b>\$ -</b>
<b>2022 Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 315,151</b>	<b>\$ 93,323</b>	<b>\$ 160,751</b>	<b>\$ 83,371</b>	<b>\$ 507,041</b>	<b>\$ 1,159,637</b>
<b>Change in Fund Balance</b>	<b>\$ -</b>	<b>\$ 17,666</b>	<b>\$ (250,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (300,000)</b>	<b>\$ (532,334)</b>

## RESOLUTION 198

### RESOLUTION OF THE GOVERNING BOARD OF NORCOM ADOPTING THE 2022 BUDGET

**WHEREAS**, the legislative bodies of each Principal and Subscriber have approved their respective allocations for NORCOM's 2022 budget; and

**WHEREAS**, on August 13, 2021 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. 2022 NORCOM Budget. The 2022 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 Beginning Fund Balance	-	297,485	343,323	160,751	83,371	807,041	1,691,971
Total 2021 Revenues	12,876,410	-	-	-	1,166,691	-	14,043,101
Total 2021 Expenditures	13,793,101	482,334	300,000	-	-	-	14,575,435
Transfer Activities	916,691	500,000	50,000	-	(1,166,691)	(300,000)	-
Total Fund Resources	-	315,151	93,323	160,751	83,371	507,041	1,159,637

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 10<sup>th</sup> day of December, 2021.

Signed in authentication thereof on this 10<sup>th</sup> day of December, 2021.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Attest

Resolution 198  
Adopting the 2022 Budget

# NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY



## 2022 ADOPTED BUDGET

December 10, 2021

PHONE: (425) 577-5700 • [www.norcom.org](http://www.norcom.org) • PO BOX 50911, BELLEVUE, WA 98015-0911

# Contents

<b>MESSAGE FROM THE EXECUTIVE DIRECTOR .....</b>	<b>1</b>
<b>AGENCY OVERVIEW .....</b>	<b>2</b>
MISSION, VISION AND VALUES STATEMENTS .....	2
LEGAL ORGANIZATION AND GOVERNANCE .....	2
ORGANIZATION CHART .....	3
<b>BUDGET OVERVIEW .....</b>	<b>4</b>
BUDGET PLANNING .....	4
BUDGET GOALS AND POLICIES .....	4
FINANCIAL SUMMARY .....	7
<b>2022 RESOURCES .....</b>	<b>8</b>
<b>2022 EXPENDITURES .....</b>	<b>8</b>
<b>2022 TRANSFERS.....</b>	<b>9</b>
<b>OPERATING FUND.....</b>	<b>9</b>
FUND OVERVIEW AND DRIVERS.....	9
FUND DETAIL .....	11
<b>CAPITAL PROJECTS FUND .....</b>	<b>13</b>
FUND OVERVIEW AND DRIVERS.....	13
FUND DETAIL .....	13
FUNDING .....	13
<b>EQUIPMENT REPLACEMENT &amp; RESERVE FUND .....</b>	<b>15</b>
FUND OVERVIEW AND DRIVERS.....	15
FUNDING .....	15
<b>OPERATING EXPENSE RESERVE .....</b>	<b>15</b>
FUND OVERVIEW AND DRIVERS.....	15
<b>E-911 ESCROW .....</b>	<b>16</b>
FUND OVERVIEW AND DRIVERS.....	16
FUND FORECASTS.....	16
<b>RATE STABILIZATION .....</b>	<b>16</b>
FUND OVERVIEW AND DRIVERS.....	16

# Message from the Executive Director

December 10, 2021

To: NORCOM Governing Board

The 2022 Budget is the by-product of highly inclusive and transparent collaboration between the agencies we proudly serve, the NORCOM Finance Committee, the NORCOM Governing Board and NORCOM staff.

The 2022 budget continues to build upon the primary goals of increased financial stability, reasonable and defensible financial policies, appropriate and equitable project funding, and fiscal transparency. More specifically, our efforts continue to proactively identify and plan for reductions in 911 surcharge tax revenue, replacement of aging infrastructure, projected increases in radio costs, managing current technology needs and associated costs, and the migration to new Next Generation 911 technologies. Additionally, staff remains watchful of the budgetary impacts of regional projects such as the new 911 PSAP phone system, legislative impacts such as the federally mandated 988 crisis line, and the growing conversation regarding the PSAP role in responding to people in crisis.

The 2022 budget preparation has posed unique challenges and considerations. In addition to fiscal considerations, the ongoing pandemic, shifting societal expectations of traditional service delivery, and staffing challenges impacted the budget process. While such challenges have required increased nimbleness and an adaptive mindset, our core mission to provide our agencies and communities with truly excellent and empathetic service remains unchanged.

We are committed to working collaboratively with the NORCOM Governing Board to further our collective mission of service to our communities.

Thank you for your continued dedication to the NORCOM model and your support, patience, and guidance.

Respectfully,

William Hamilton  
Executive Director  
NORCOM 911

*Our mission is to be a caring and trusted Servant to those who Need Help and those who provide help.*

## Agency Overview

### **Mission, Vision and Values Statements**

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.

### **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 2021, 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.

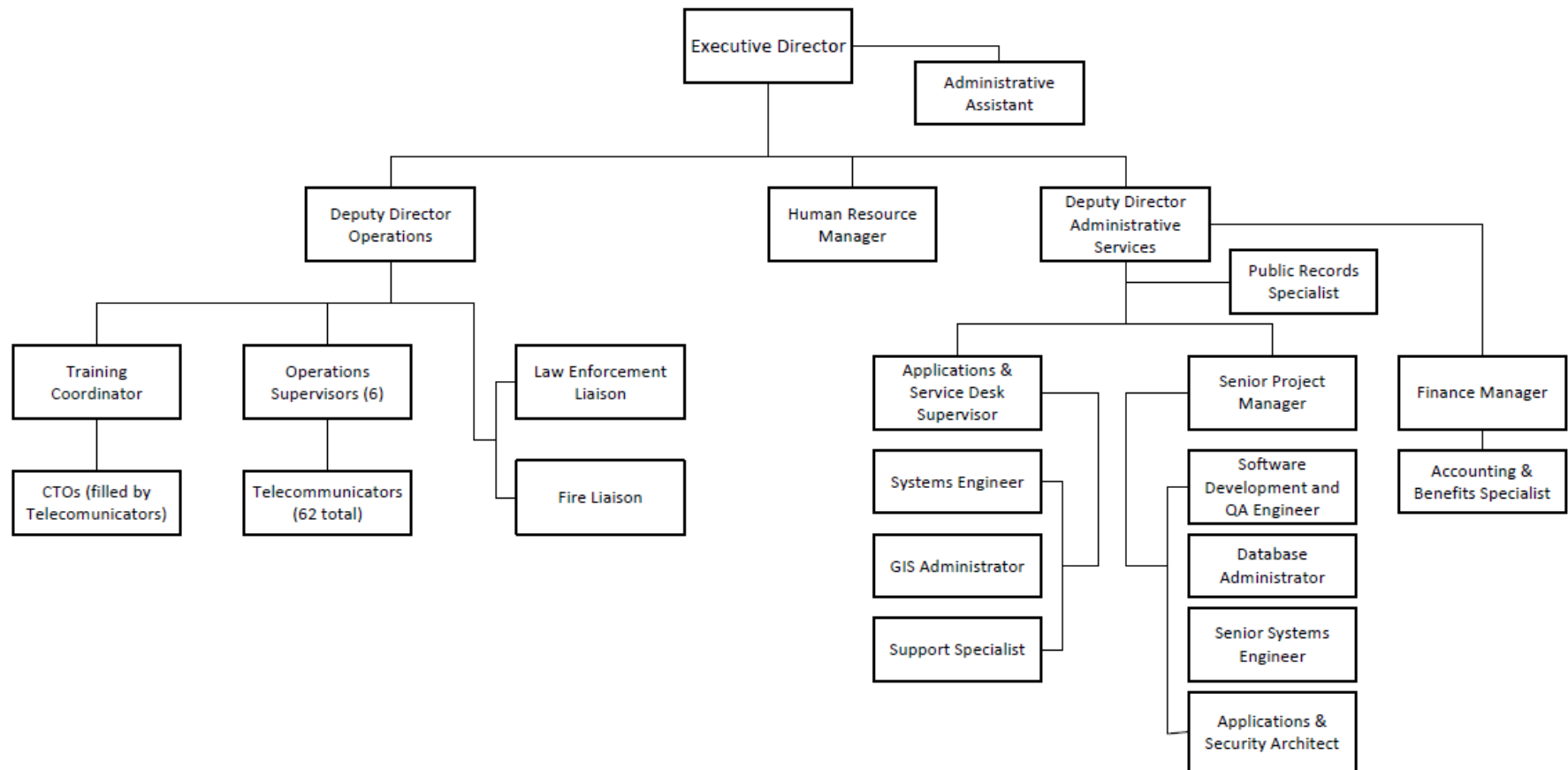
NORCOM is governed by the Governing Board, comprised of the Chief Executive Officer of each Principal Agency or their designee.

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	Dawn Hanson	Police Lieutenant
Duvall Fire District #45	Josh Erskine	Fire Chief
Eastside Fire and Rescue	Jeff Clark, Chair	Fire Chief
Fall City Fire District #27	Brian Culp	Fire Chief
City of Kirkland	Beth Goldberg, Vice Chair	Deputy City Manager
City of Medina	Steve Burns	Police Chief
City of Mercer Island	Ed Holmes	Police Chief
City of Normandy Park	Dan Yourkoski	Police Chief
Northshore Fire District	Doug McDonald	Interim Fire Chief
City of Redmond	Adrian Sheppard	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	Jeff Clark	Fire Chief

To assist the board with fiscal duties and responsibilities, the Board created a Finance Committee. 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 to the Committee for participation.

## 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 key 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 for the prior year is approved.

### **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.

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 2022 budget creation:

Date	Action
March 12	Governing Board approves budget policy for fiscal year 2022
August 13	Governing Board approves 2022 NORCOM Operating Budget
September 10	Governing Board approves 2022 NORCOM Budget
December 10	Governing Board adopts 2022 NORCOM Budget

### **Budget Goals and Policies**

NORCOM strives to provide a financial base sufficient to sustain high-quality emergency communication services to the public and its customers. This base includes 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.

Primary budget goals for 2022 are:

- To provide a financial base sufficient to sustain reliable, high-quality, resilient emergency service communications for police, fire, and emergency medical services.
- To withstand any local and regional economic hardships sustained by our participating and subscribing agencies and adjust to changes in their service level requirements.

- To begin preparation to support anticipated required capital projects.

Key budget policies that drove the development of the 2022 budget include:

### **Operating Budget 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 avoids dependence on temporary or unstable revenues to fund ongoing mission-critical services.

### **Expenditure Policies:**

- The NORCOM budget provides a sustainable level of service for the well-being of employees and the safety of the emergency service providers.
- Emphasis is on improving individual and workgroup productivity through policy, procedure, training, and technology before adding to the workforce. NORCOM will invest in technology and other efficiency tools to maximize productivity.

### **Capital Projects and Equipment Repair & Replacement (ER&R)**

- NORCOM maintains its assets at an acceptable level to protect capital investment and minimize future maintenance and replacement costs.
- NORCOM conducts equipment maintenance, repair, and replacement needs analysis, 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 will be developed and followed.
- Equipment Replacement will be fully funded according to the cash flow schedule to minimize significant increases in user fees from year to year resulting from acquisition or replacement of capital and to fund the timely replacement of aging technology, equipment, and systems.
- NORCOM will identify the estimated initial and ongoing costs and potential funding sources for each capital project proposal before submitting it for approval.
- NORCOM will coordinate the development of the Capital Projects budget with the development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.

### **Operating Reserves and Contingencies:**

- NORCOM Leadership analyzes future needs or plans for reserve funds by developing a minimum of 2-year forecasting of Operating, Capital, and ER&R activities to the Finance Committee.
- 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 goal is to maintain the Operating Expense Reserve at a level equal to 5-10% of the total Operating Budget.

## Financial Summary

NORCOM Budget 2022 Financial Summary <sup>1</sup>							
NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ -	\$ 297,485	\$ 343,323	\$ 160,751	\$ 83,371	\$ 807,041	\$ 1,691,971
Revenue:							
From Participating Agencies	12,580,410	-	-	-	-	-	\$ 12,580,410
E-911 Revenue	-	-	-	-	1,166,691	-	\$ 1,166,691
Miscellaneous Revenues	296,000	-	-	-	-	-	\$ 296,000
Interest Earnings	-	-	-	-	-	-	\$ -
Total Revenue	12,876,410	-	-	-	1,166,691	-	14,043,101
<b>Total 2020 Resources</b>	<b>\$ 12,876,410</b>	<b>\$ 297,485</b>	<b>\$ 343,323</b>	<b>\$ 160,751</b>	<b>\$ 1,250,062</b>	<b>\$ 807,041</b>	<b>\$ 15,735,072</b>
Expenditures							
Salaries & Wages	8,088,573	-	-	-	-	-	8,088,573
Personnel Benefits	2,926,544	-	-	-	-	-	2,926,544
Operating Services & Supplies	2,777,984	-	-	-	-	-	2,777,984
Capital Outlays	-	482,334	300,000	-	-	-	782,334
<b>Total Expenditures</b>	<b>\$ 13,793,101</b>	<b>\$ 482,334</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,575,435</b>
Transfers:							
Transfers In	1,166,691	500,000	50,000	-	-	-	1,716,691
Transfer Out:							
To Operating	-	-	-	-	1,166,691	-	1,166,691
To Capital Projects	200,000	-	-	-	-	300,000	500,000
To ER & R	50,000	-	-	-	-	-	50,000
<b>Transfers In less Transfers out</b>	<b>\$ 916,691</b>	<b>\$ 500,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ (1,166,691)</b>	<b>\$ (300,000)</b>	<b>\$ -</b>
<b>2022 Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 315,151</b>	<b>\$ 93,323</b>	<b>\$ 160,751</b>	<b>\$ 83,371</b>	<b>\$ 507,041</b>	<b>\$ 1,159,637</b>
<b>Change in Fund Balance</b>	<b>\$ -</b>	<b>\$ 17,666</b>	<b>\$ (250,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (300,000)</b>	<b>\$ (532,334)</b>

<sup>1</sup> The 2022 Estimated beginning and ending fund balance may change after carry forward impacts of 2021 budget activities.

## 2022 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 2022 budget is estimated to be \$14,043,101. This includes \$1,116,691 in E-911 Revenue, \$12,580,410 in Participating Agency Fees, and \$269,000 in miscellaneous revenues.

Through the functional distribution methodology, 2022 participation fees are:

2021 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2021 Total	2022 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,236,423	773,127		1,785,942	3,599,869	3,795,492	195,623	5.4%
Clyde Hill Police	37,356	4,786		53,958	85,025	96,100	11,075	13.0%
Kirkland Police	889,001	361,768		1,284,110	2,327,825	2,534,878	207,054	8.9%
Medina Police	25,612	2,925		36,995	58,902	65,533	6,631	11.3%
Mercer Island Police	203,950	43,875		294,594	539,114	542,419	3,305	0.6%
Normandy Park Police	42,576	30,978		61,499	123,831	135,053	11,222	9.1%
<b>Total Police</b>	<b>2,434,918</b>	<b>1,217,459</b>	<b>-</b>	<b>3,517,098</b>	<b>6,734,565</b>	<b>7,169,475</b>	<b>434,910</b>	<b>6.5%</b>
Bellevue Fire			908,734	516,733	1,309,412	1,425,466	116,054	8.9%
Bothell Fire			293,872	167,104	414,726	460,976	46,250	11.2%
Duvall Fire			46,744	26,580	66,309	73,324	7,016	10.6%
Eastside Fire and Rescue			475,357	270,302	684,986	745,659	60,672	8.9%
Eastside on behalf of Woodinville Fire			130,386	74,141	192,807	204,528	11,721	6.1%
Fall City Fire			21,916	12,462	33,859	34,379	520	1.5%
Kirkland Fire			362,480	206,117	532,343	568,596	36,254	6.8%
Mercer Island Fire			114,836	65,299	165,920	180,135	14,215	8.6%
Northshore Fire			135,521	77,061	196,608	212,583	15,974	8.1%
Redmond Fire			415,974	236,535	625,724	652,508	26,785	4.3%
Shoreline Fire			480,015	272,951	696,075	752,966	56,891	8.2%
Skykomish Fire			13,129	7,465	19,136	20,594	1,458	7.6%
Snoqualmie Pass Fire			15,167	8,624	29,409	23,791	(5,618)	-19.1%
Snoqualmie Fire			35,336	20,093	52,235	55,429	3,194	6.1%
<b>Total Fire</b>	<b>-</b>	<b>-</b>	<b>3,449,467</b>	<b>1,961,467</b>	<b>5,019,550</b>	<b>5,410,935</b>	<b>391,385</b>	<b>7.8%</b>
<b>Agency Total</b>	<b>2,434,918</b>	<b>1,217,459</b>	<b>3,449,467</b>	<b>5,478,566</b>	<b>11,754,115</b>	<b>12,580,410</b>	<b>826,295</b>	<b>7.0%</b>

## 2022 Expenditures

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

Expenditures for the fiscal year 2022 budget is estimated to be \$14,575,435, making a balanced budget.

- \$260,878 (2.4%) increase in Salaries, Wages and Benefits has been included.
- \$87,870 (3.3%) increase in Operating Services & Supplies
- Capital project funding increased by \$78,834 (20%) due to two approved projects for 2022.
- Overall expenditures are up by \$725,211 (5.2%) due to the increase in approved capital projects.

## 2022 Transfers

Transfers are accounted for in each fund to accurately reflect resources and expenditures of each fund 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. A \$200,000 transfer from the Operating Fund into the Capital Project fund was approved for the funding of two capital projects- Single CAD Migration and Shield Force Implementation. A \$300,000 transfer from the Rate Stabilization fund into Capital Projects was approved to support the Alpha Numeric Paging system replacement or upgrade.

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 is the major fund that supports operating costs. All current operating expenditures are paid through the collection of 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 2022 budget are:

### **Revenues outside of Subscriber revenues**

Outside of its subscriber fees, NORCOM receives grant funds, IT services fees, and software reimbursements. These revenues are used to offset operating expenditures in the fee distribution calculation to NORCOM's member agencies. NORCOM anticipates a decrease in outside revenues of \$250,000 (45%) from 2021:

- The Next Generation 911 grant program is scheduled to end in February 2022. NORCOM was awarded \$550,000 in federal awards to help develop its RAADAR system. No reimbursements are budgeted in 2022.
- After review of IT staff availability to perform IT services to subscribing agencies on a reimbursement basis, it was determined staff would have more responsibilities associated with NORCOM's capital projects. Estimated revenue reduction is \$20,000.
- NORCOM receives funding from the King County EMS levy, which renewed in 2021. As part of the renewal, the contract was revised and NORCOM's allocation was reduced. Revenue reduction has been estimated to be \$65,000 annually.

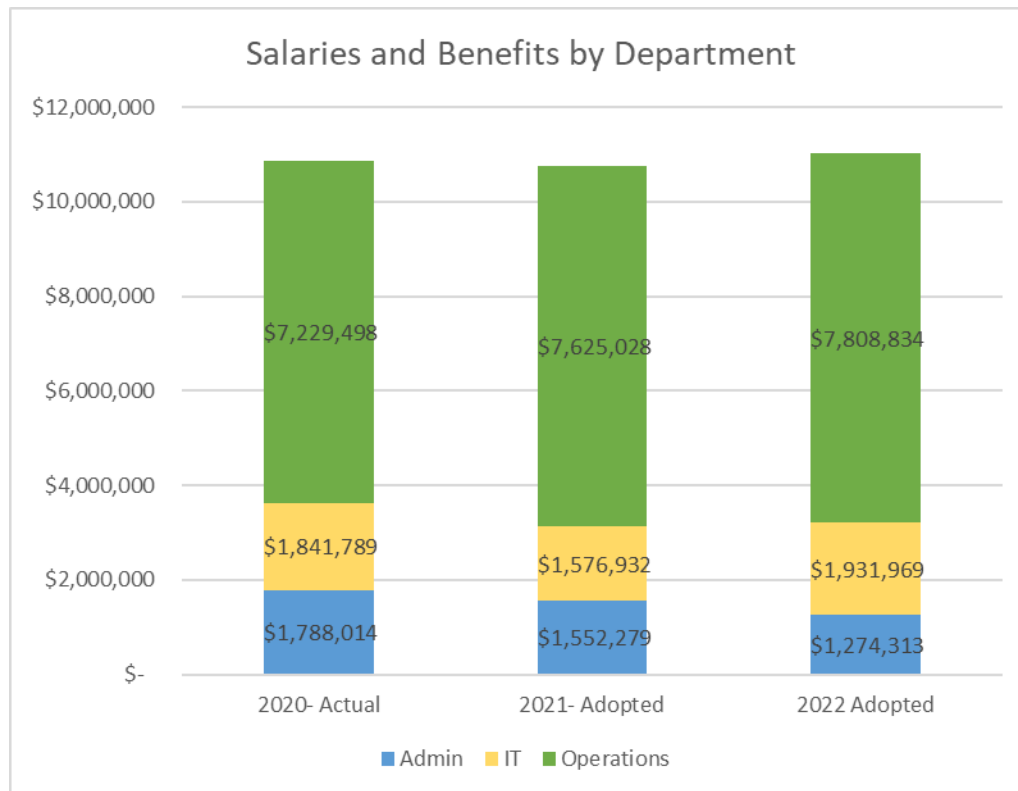
### **Personnel**

Salaries and benefits are the largest portion of NORCOM's operating budget at 80% operating expenditures:

- Staff levels remain the same at 9 Admin FTE, 7 Supervisors, 62 Telecommunicators and 10 IT FTE.

- 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.
- NORCOM employees are provided the following additional benefits: PERS, Municipal Employee's Benefits Trust (social security alternative program), Long Term Care Insurance, Individual Life Insurance packages, Long Term Disability insurance.
- Budgeted overtime increased by 45% compared to the prior year. NORCOM anticipates continued vacancies due to the impacts of COVID-19 to the regions labor market, and NORCOM's hiring & recruiting practices, resulting in higher overtime costs.

Salaries and benefits by department are as follows:



### **Facility Leases**

NORCOM leases its main operating location, radio sites and some equipment representing 6% of operating budget:

- NORCOM anticipates a 3% increase in its lease for its main operating facility located in Bellevue City Hall.
- King County conducted an inventory of radio sites, and reviewed leasing amounts it charges for these sites. NORCOM has 14 radio sites leased from King County with an average annual lease of \$5,000 per site.

### **Technology**

A significant portion of non-personnel operating expenditures, NORCOM incurs annual maintenance fees or annual support services for most software licenses used, representing 9.1% of operating expenditures.

- Although a capital project is planned to migrate NORCOM's fire agencies to the Tyler Computer Aided Dispatch (CAD) System, the operating budget plans for continued maintenance for two CAD systems. Estimated annual fees for both systems total \$788,340, or 28% of the Operating Services and Supplies budget. Inclusion of both costs was approved to ensure implementation of the migrate will be thorough and adequate time has been allowed to properly implement.
- NORCOM continuously assesses the technology software and services used throughout the year to verify usefulness and efficiency. There are no significant changes planned in the services and software used in 2022 from the prior year.

### **Fund Detail**

The following is a breakdown of budgeted personnel expenses in 2022:

	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2022 Adopted</b>
Salaries & Wages - Regular	\$ 7,793,727	\$ 7,642,742	\$ 7,846,168
Salaries & Wages - Overtime	240,536	167,586	242,405
Professional Reimbursements	4,545	-	4,200
Medical	1,114,230	1,119,908	1,169,166
Dental	90,356	96,868	98,425
Vision	11,923	12,850	13,080
Long-Term Care	6,570	6,600	6,600
Medicare	108,772	113,434	117,345
MEBT	511,198	461,061	474,832
Life	7,693	7,142	7,128
LTD	12,424	12,040	12,604
PERS	969,250	1,005,972	881,324
Washington FMLA	11,824	16,302	16,478
Unemployment	51,906	79,288	90,200
Workers Comp	16,760	12,447	35,162
<b>Total Personnel</b>	<b>\$ 10,951,713</b>	<b>\$ 10,754,239</b>	<b>\$ 11,015,117</b>



Operating expenses are budgeted as follows:

	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2022 Proposed</b>
Advertising	7,999	10,000	5,000
Bank Fees	124	50	250
Cellular,Pager & Radio Svcs	47,104	50,588	51,816
Computer Hardware-Non Capital	27,709	10,100	10,000
Consumable Goods	6,556	5,830	9,950
Dues & Memberships	5,121	9,450	11,685
Equipment Leases	19,118	19,500	20,520
Facility Lease	602,982	670,456	696,952
Financial Audit	-	23,000	23,230
Hosted Services	159,575	118,123	116,721
HR Services	7,909	65,500	63,000
Insurance	82,911	80,000	75,000
Legal Services	324,268	140,000	125,000
Local Travel/Training/ Mileage	2,436	6,450	9,000
Network Service	23,855	21,142	29,091
Office Furniture	6,025	7,750	7,750
Office Supplies	9,019	7,600	8,000
Operating Supplies	10,620	2,350	4,000
Parking Lease	64,272	82,800	61,524
Payroll Services	12,861	29,700	25,000
Postage	966	1,000	750
Printing	2,149	1,100	1,100
Professional Services	216,322	31,440	33,650
Publications	295	800 -	
R&M - Network Equipment	93,194	143,390	138,137
R&M - Office Equipment	554	5,000	5,000
R&M - Software Maintenance	985,228	907,445	1,014,392
Radio Site Lease	7,827	52,317	52,177
Recruitment Supplies	-	2,000	2,000
Small Tools & Minor Equipment	3,148	14,750	14,750
Software/Licensing	60,805	93,004	102,440
Telephone Services	56,258	46,100	46,100
Training/Conf Registrations	5,639	3,000	3,500
Training/Conf Registrations/ Travel		5,750	10,500
<b>Total Operating</b>	<b>\$ 2,898,318</b>	<b>\$ 2,667,485</b>	<b>\$ 2,777,984</b>

## 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 projects approved by the Board as identified by agency leadership and the Fire and Police Stakeholder groups.

### **Fund Detail**

2022 capital projects and the approved project costs are as follows:

- **Single CAD Migration:** The Single CAD Migration project was approved by the Fire Chiefs and the NORCOM Board. Planned implementation costs for the project are \$282,000. Costs include services and license fees, vendor costs for additional interfaces and connections, and staff overtime.
- **Shield Force:** Shield Force allows an officer to use their phone or tablet to perform many of the complex functions they currently utilize via Tyler Mobile in their vehicles. Shield Force also provides an enterprise licensing arrangement that would negate any significant cost for future individual mobile licensing accounting.

Planned implementation costs for Shield Force are \$200,600.

- **Alpha Numeric Paging System Replacement:** NORCOM currently uses SNO911's backbone (SERS) system for fire numeric paging. The system is approximately 10 years old and no longer supported. The system has experienced failures with unprecedented frequency. The project is still in early stages and NORCOM is exploring all options to determine the best plan for replacement. To ensure the project is adequately funded, a transfer of \$300,000 to the Capital Project Fund was adopted, earmarked for future required spending for this project.

### **Funding**

Funding for the Capital Projects Fund has been funded with transfers of ending balances from other funds, or from project approvals through the budget process:

2022 NORCOM Budget				
Capital Projects Fund Financial Summary				
	2020 Actual	2021 Amended	2022 Adopted	
Beg Fund Balance	\$ 999,491	\$ 638,154	\$ 297,485	
Transfers In	\$ -	-		
From Operating Fund	\$ -	-	200,000	
From Rate Stabilization Fund	\$ -	-	300,000	
Total Resources	\$ 999,491	638,154	\$ 797,485	
Expenditures:				
2020: Disaster Recovery	\$ 342,080	-		
2021: Backup Center		340,669		
Single CAD	\$ -	-	278,651	
Shield Force	\$ -	-	200,600	
Alpha Numeric Paging	\$ -	-	-	
Transfers Out	\$ 19,257	-	-	
Total Expenditures	\$ 361,337	340,669	479,251	
Ending Fund Balance	\$ 638,154	\$ 297,485	\$ 318,234	

## 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/or equipment items.

Biggest Drivers for ER&R costs in 2022:

- \$52,000 in replacements for computers and computer equipment, including Locution computers located in fire stations served by NORCOM. Half of our laptops and desktops are over five years old. NORCOM has budgeted to replace a portion of the full fleet over the course of the next three years.
- \$112,536 of network equipment replacement.

### **Funding**

Funding for the Equipment Replacement and Reserve Fund has utilized transfers of ending balances from other funds, or from project approvals through the budget process:

<b>2022 NORCOM Budget</b>				
<b>Equipment Replacement Fund Financial Summary</b>				
	<b>2020 Actual</b>	<b>2021 Amended</b>	<b>2022 Adopted</b>	
Beg Fund Balance	\$ 716,361	\$ 696,823	\$ 343,323	
Transfers In	\$ -	50,000	50,000	
From Operating Fund	\$ -	-	-	
Total Resources	\$ 716,361	746,823	\$ 393,323	
Expenditures:				
Capital Outlays	\$ 19,538			
Network Costs		355,500	246,151	
Radio Site Maintenance		5,000		
Desktops/Laptops/Monitors		43,000	53,849	
Total Expenditures	\$ 19,538	403,500	300,000	
Ending Fund Balance	\$ 696,823	\$ 343,323	\$ 93,323	

## 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 an Operating Expense Reserve at a level equal to 5% of the total

Operating Budget. For the purpose of determining Operating Expense Reserve funding, the Governing Board defines the Operating Budget as the operating fund expenses less salaries, benefits, and one-time expenses.

There are no transfers planned in 2022.

## 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's E-911 funding was reduced by 8.5%. Funding will be unchanged from 2021 to 2022 however additional reductions are planned in 2023 and beyond. When compared to the revenues levels made before the formula adjustment, NORCOM will receive nearly \$3.5M less between 2020 and 2026.

### **Fund Forecasts**

2020 Actual	2021 Adopted	2020 Adopted	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 be used to offset the changes in agency rates due to the new functional distribution formula.

A transfer of \$300,000 to the Capital Project Fund has been adopted to ensure adequate funding for the Alpha Numeric Paging System Replacement project.



## **MEMORANDUM**

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: Resolution 197 - Establishing Juneteenth as a legal holiday for NORCOM

---

### **Executive Summary:**

#### **Staff seeks consideration and final action from the Governing Board**

On May 13th 2021 Governor Inslee signed House Bill 1016 establishing the nineteenth day of June, as "Juneteenth" a legal state holiday. This was done in remembrance of the day news of the Emancipation Proclamation and the end of the Civil War, reached Galveston, TX releasing all slaves from bondage.

On June 17, 2021, President Biden signed the Juneteenth National Independence Day Act, and established it as a federal holiday.

In order to properly honor and recognize this day, staff respectfully requests that the Governing Board approve Resolution 197, which directs staff to amend NORCOM's SOPs to reflect Juneteenth as a holiday.

### **Background:**

N/A

### **Past Board or Other Related Actions:**

N/A

### **Policy and Strategic Implications:**

N/A

### **NORCOM Staff Recommendation:**

NORCOM Staff has recommends approval of Resolution 197, establishing Juneteenth as a legal NORCOM holiday within NORCOM policy, If approved, NORCOM staff shall update applicable policies as needed.

### **Staff Comments:**

N/A

### **Options**

N/A

**Risks**

None

**Finance Committee Review:** Yes

N/A

**Legal Review:** Yes

N/A

**Joint Operations Board Review:** No

N/A

---

**Attachments**

Resolution 197

## RESOLUTION 197

### A RESOLUTION OF THE GOVERNING BOARD OF NORCOM ESTABLISHING JUNETEENTH AS A LEGAL HOLIDAY FOR NORCOM

**WHEREAS**, the State Legislature recently passed House Bill 1016, effective July 25, 2021, establishing the nineteenth day of June, recognized as Juneteenth, as a state legal holiday in remembrance for the day news of the Emancipation Proclamation and the end of the Civil War reach Galveston Texas and all enslaved persons were released from bondage; and

**WHEREAS**, on June 22, 2009, the Governing Board issued Standard Operating Procedure (“SOP”) No.02-033 with regard to identify and regulate benefits earned by administrative employees

**WHEREAS**, in order to recognize this day, the Governing Board desires to amend NORCOM policies to establish Juneteenth as a legal holiday for NORCOM;

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

Section 1.Revision to SOP No. 02-033. The Governing Board hereby approves the revision to SOP No. 02-033, to read as follows:

#### 4.2.2 Annual Holiday Leave

Each Administrative Employee shall receive 12 paid holidays:

New Year’s Day	Labor Day
Martin Luther King Jr.	Veteran’s Day
President’s Day	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Juneteenth	Christmas Day
Independence Day	One Personal Floating Holiday

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 10th day of December, 2021.

Signed in authentication thereof on this 10th day of December 2021.

---

Chair

---

Attest





## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: Resolution 196 - NORCOM Agency Service Agreements and Mergers

---

### Executive Summary:

#### Staff seeks consideration and final action from the Governing Board

At the November 2021 Governing Board meeting, staff presented the following, asking the Board to consider the background and Resolution 196 in advance of taking action at the December Governing Board meeting.

*Woodinville Fire and Rescue ("Woodinville"), a Principal of NORCOM, has entered into a long-term service agreement with Eastside Fire & Rescue ("ESFR"). Pursuant to the services agreement, ESFR will provide all Operational Fire services for Woodinville Fire. Woodinville Fire will continue to be governed by its elected Board of Commissioners, will retain title to its capital assets, and will retain its separate legal entity status, and all operations, staffing and services previously provided by Woodinville will be assumed by Eastside.*

*The NORCOM Interlocal Agreement (ILA) was signed in 2007 and at that time did not contemplate such service agreements, particularly as it relates to agency voting, defining a quorum or agency billing responsibilities.*

Staff respectfully requests that the Board consider Resolution 196 as a proposed remedy.

### Background:

**The following is the current language contained in the ILA.**

#### Section 6(p)

In the event a Principal annexes to another Principal, or becomes a member agency of a Public Safety Interlocal Operation that is a Principal, and as a result of such annexation or contractual action (collectively herein, "merger"), a public safety operation (e.g. fire/EMS operation or police operation) of the "merged" Principal is no longer Directly Served by NORCOM, then the "merged" Principal's rights and obligations under this Agreement (including its seat and voting rights on the Governing Board) with respect to the merged public safety operation shall be assumed in full by the Principal into which it has merged, including without limitation any amounts owed NORCOM for services rendered or with respect to any borrowing program per Section 13. Provided, however, that if a "merged" Principal retains a separate public safety operation that is Directly Served by NORCOM, that Principal shall remain a Principal and shall retain all its rights and obligations under this Agreement with respect to its Directly Served public safety operation.

**Past Board or Other Related Actions:**

The Governing Board reviewed resolution 196 in DRAFT form at the November 2021 Governing Board meeting.

**Policy and Strategic Implications:**

N/A

**NORCOM Staff Recommendation:**

NORCOM staff recommends the Board approve Resolution 196.

**Staff Comments:**

Nothing additional

**Options****Risks**

**Finance Committee Review:** Yes

N/A

**Legal Review:** Yes

This topic has been reviewed by NORCOM's legal representative. All legal advice and/or direction has been incorporated.

**Joint Operations Board Review:** No

N/A

---

**Attachments**

Resolution 196

## **Resolution 196**

A RESOLUTION OF THE GOVERNING BOARD OF NORCOM, AMENDING THE NORCOM INTERLOCAL AGREEMENT TO CLARIFY THE STATUS OF CERTAIN MERGED PRINCIPALS FOR PURPOSES OF GOVERNING BOARD OPERATIONS, AND PROVIDING OTHER MATTERS RELATED THERETO.

**WHEREAS**, the Northeast King County Regional Public Safety Communications Agency (“NORCOM”) is a consolidated public safety communications agency formed by and serving as an instrumentality of its member public agencies (the “Principals”) pursuant to chapters 39.34 and 24.06 of the Revised Code of Washington (“RCW”) and the NORCOM Interlocal Agreement dated October 17, 2007, including all subsequent amendments (the “ILA”); and

**WHEREAS**, pursuant to Sections 6.i and 20 of the ILA, the Governing Board of NORCOM, by Supermajority Vote (as defined in the ILA), has authority to amend certain provisions of the ILA; and

**WHEREAS**, Section 6.p. of the ILA provides direction with respect to Governing Board operations in the event that a Principal annexes into another Principal or becomes a member agency of a Public Safety Interlocal Operation that is a Principal; and

**WHEREAS**, in such event, the “merged” Principal’s rights and obligations under the ILA (including its seat and voting rights on the Governing Board) are assumed in full by the Principal into which it has merged; and

**WHEREAS**, Woodinville Fire and Rescue (“Woodinville”), a Principal of NORCOM, has entered into a long-term service agreement with Eastside Fire & Rescue (“Eastside”); and

**WHEREAS**, pursuant to the services agreement, Woodinville will continue to be governed by its elected Board of Commissioners, will retain title to its capital assets, and will retain its separate legal entity status, and all operations, staffing and services previously provided by Woodinville will be assumed by Eastside; and

**WHEREAS**, because Woodinville has effectively “merged” into Eastside for all purposes, the Governing Board now desires to clarify that the treatment in the ILA for an annexed or merged Principal shall apply when a Principal is effectively “merged” into another Principal under the terms of a service agreement;

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

Section 1. Definitions. To the extent applicable, capitalized terms in this resolution are intended to have the same meanings as the terms that are so defined in Section 3 (“Definitions”) of the ILA. In any conflict of definitions, the ILA controls. When not provided for in the ILA, capitalized terms have the meanings assigned in this resolution, including in the recitals hereto.

Section 2. Amendment to Interlocal Agreement. The form of Amendment to Interlocal Agreement attached as Exhibit A (the “Amendment”) is hereby approved. The Chair of the Governing Board is hereby authorized and directed to execute the Amendment on behalf of the Governing Board.

Section 3. Further Authority; Prior Acts. The Chair of the Governing Board and the Executive Director are authorized and directed to take all as in their judgment may be necessary or desirable to carry out the provisions of this resolution. All actions taken prior to the effective date of this resolution in furtherance of and not inconsistent with the provisions of this resolution are ratified and confirmed in all respects.

Section 4. Severability. The provisions of this resolution are separate and severable. If a court of competent jurisdiction, all appeals having been exhausted or all appeal periods having run, holds any provision of this resolution invalid or unenforceable as to any person or circumstance, the offending provision, if feasible, is modified to be within the limits of enforceability or validity. If the offending provision cannot be modified, it is null and void with respect to the particular person or circumstance. All other provisions of this resolution in all other respects, and the offending provision with respect to all other persons and all other circumstances, remain valid and enforceable.

Section 5. Effective Date. This resolution shall take effect immediately upon its passage and adoption.

Passed by a Supermajority Vote of the Governing Board in an open meeting on this \_\_\_\_ day of December, 2021.

Signed in authentication thereof on this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

NORTH EAST KING COUNTY  
REGIONAL PUBLIC SAFETY  
COMMUNICATIONS AGENCY

By \_\_\_\_\_  
Chair, NORCOM Governing Board

Attest: \_\_\_\_\_

EXHIBIT A

AMENDMENT TO INTERLOCAL AGREEMENT

(attached)

**AMENDMENT TO  
NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY  
COMMUNICATIONS AGENCY INTERLOCAL AGREEMENT**

This AMENDMENT TO NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY INTERLOCAL AGREEMENT (this “Amendment”) dated this \_\_\_\_ day of December, 2021, amends that certain NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY INTERLOCAL AGREEMENT, dated October 17, 2007 (the “Interlocal Agreement”).

**W I T N E S S E T H**

**WHEREAS**, the Northeast King County Regional Public Safety Communications Agency (“NORCOM”) is a consolidated public safety communications agency formed by and serving as an instrumentality of its member public agencies (the “Principals”) pursuant to chapters 39.34 and 24.06 of the Revised Code of Washington (“RCW”) and the Interlocal Agreement; and

**WHEREAS**, pursuant to Sections 6.i and 20 of the Interlocal Agreement, the NORCOM Governing Board (the “Governing Board”) by Supermajority Vote (as defined in the Interlocal Agreement) has authority to amend certain provisions of the Interlocal Agreement; and

**WHEREAS**, Section 6.p. of the Interlocal Agreement provides direction with respect to Governing Board operations in the event that a Principal annexes or is merged into another Principal or becomes a member agency of a Public Safety Interlocal Operation that is a Principal; and

**WHEREAS**, the Governing Board now desires to clarify that the treatment in the ILA for an annexed or merged Principal shall apply when a Principal is effectively “merged” into another Principal under the terms of a service agreement;

**NOW, THEREFORE**, in consideration of the foregoing premises the Interlocal Agreement is amended as follows:

**AGREEMENTS**

**Section 1.01. Definitions.** All words and phrases not otherwise defined herein shall have the meanings given to them in the Agreement.

**Section 1.02. Amendment to Interlocal Agreement.** Section 6.p. (Merger of a Principal with another Principal Directly Served by NORCOM) of the Agreement is hereby amended as follows (additions are double underlined and deletions are stricken):

Section 6.p. Merger of a Principal with another Principal Directly Served by NORCOM. In the event a Principal annexes to another Principal, or becomes a member agency of a Public Safety Interlocal Operation that is a Principal, or enters into a service or other operating contract pursuant to which another Principal effectively assumes all operations of the Principal, and as a result of such annexation or contractual action (collectively herein, "merger"), a public safety operation (e.g. fire/EMS operation or police operation) of the "merged" Principal is no longer Directly Served by NORCOM, then the "merged" Principal's rights and obligations under this Agreement (including its seat and voting rights on the Governing Board, for all purposes, including establishing a quorum) with respect to the merged public safety operation shall be assumed in full by the Principal into which it has merged, including without limitation any amounts owed NORCOM for services rendered or with respect to any borrowing program per Section 13. Provided, however, that if a "merged" Principal retains a separate public safety operation that is Directly Served by NORCOM, that Principal shall remain a Principal and shall retain all its rights and obligations under this Agreement with respect to its Directly Served public safety operation as agreed to by NORCOM and such Principal.

**Section 1.03. Ratification and Confirmation.** All other terms and conditions of the Interlocal Agreement are hereby ratified and confirmed.

**Section 1.04. Effective Date.** The amendment set forth herein shall be effective after approved by an affirmative Supermajority Vote of the Governing Board, as provided in the Interlocal Agreement.

Dated: \_\_\_\_\_, 2021.

NORTH EAST KING COUNTY  
REGIONAL PUBLIC SAFETY  
COMMUNICATIONS AGENCY

By \_\_\_\_\_  
Chair, NORCOM Governing Board





## **MEMORANDUM**

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: Information Technology and Operations Newsletter

---

### **Executive Summary:**

The December Newsletter contains Information Technology & Operations updates and is presented to the Board for review, input and questions.

### **Background:**

The Information Technology and Operations Updates are 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 updates and offer input or questions as desired.

### **Staff Comments:**

None

### **Options**

### **Risks**

**Finance Committee Review:** No

**Legal Review:** No

**Joint Operations Board Review:** No

---

## **Attachments**

Information Technology & Operations Updates Newsletter



# Information Technology Updates

From: Katy Myers, DDofA

December 2021

## Radio

### PSERN

Met with Motorola and PSERN and covered the scope of the solution. The hardware and labor portion of this work will be added to the PSERN project and NORCOM's contract with PSERN will be updated to pass through those costs. Waiting to receive quotes for the work from Motorola. Next steps will be to coordinate with Tyler for quotes.

### Snoqualmie Pass Fire & Rescue

Turned on the connection and are monitoring it.

## Telephone Systems

### 911 Platform Replacement

King County 911 Program Office is leading a project to replace the current 911 call-taking systems at all King County PSAPs. **Status:** NORCOM is tentatively scheduled for training and installation during Q4 of 2023. Meeting with KC 911 Program Office to begin discussion for GIS maintenance in the new system.

## Systems and Programs

### RAADAR

- Created a daily shift log for Bellevue Police.
- Bug fixes
- Programming code optimizations continue.
- Initial configuration of the Google Cloud Platform.

## Projects

### Tyler Fire Migration

Making good progress. Data scrubbing has begun, meetings will be scheduled with each agency to review response plans. CAD export build scheduled in January '22. This export will be the base for the ESO data transfer. Waiting for an updated quote from ESO as the previous one expired. Met with Tyler and LiveMUM to review interface needs, scheduling next meeting to review the interface control document. Next step will be to receive an updated quote and scope from Tyler to begin buildout. Received an updated quote from Firstwatch.

### Tyler Upgrade to 2021.1 SP3

Testing has begun. Scheduled Go-Live for March 2022. This version includes bug fixes and new features.

### Shield Force

Scheduled Go-Live **after** March 2022.

### Redmond Back-Up Center

UPS arrived, contractors are waiting for the permits to begin the last phase of work.

### Alpha-Numeric Paging System

Providing stakeholder update to Zone 1 Fire OPS and Fire Chiefs to identify next steps.

### PulsePoint

Contract signed, first invoice received.

### Bellevue PD Body-Worn Cameras

Draft IT Services agreement being reviewed by the City of Bellevue. This project is pushed out, start date sometime in 2022.

### Northshore Fire

Providing emergency IT support and critical infrastructure work. Work continues.

### Navigator

Presented the solution built for Navigator response plan retrieval to Kirkland police, Bothell police, and KCSO agencies. The Kirkland and Bothell police agencies approved the end-to-end workflow for the entry and retrieval of Navigator response plan. KCSO met and obtained approval for the method presented for retrieving the Navigator response plans via RAADAR.

## IT Service Desk

### Surveys

Each requestor that has a ticket closed receives a link to a four-question survey. Each question is rated on a three-option scale, with an opportunity to share comments.

"As usual, Sean was able to quickly fix the issue I was having!!"

"Melanie is always very responsive and helpful!"

Last Month: 9 surveys returned

- Better than expected – 26
- As expected – 10

### Service Requests

Month	Inbound	Completed	Overdue
Feb '21	194	199	0
Mar '21	240	228	1
Apr '21	214	225	0
May '21	329	404	2
June '21	259	224	2
July '21	213	210	1
Aug '21	204	212	0
Sep '21	191	208	1
Oct '21	205	235	0
Nov '21	221	193	3*

\*2 overdue items were code development and were mislabeled as overdue, other item was a configuration change to LERMS that required a week to complete.



# Operations Updates

From: Roky Louie, Deputy Director Operations

December 2021

## Operations Policies and Procedures

The way that NORCOM has codified its operations “rules” over time has been an evolutionary process, and not necessarily one with a deliberate and intentional outcome. NORCOM began with Standard Operating Procedures (SOPs) which required a high level of sign off in order to be changed. SOPs were eventually supplemented with Policy Memos, things that would be changed in SOP, but had to necessarily go into effect before a high level sign off could be obtained. A lower level of direction, referred to as Operations Bulletins were later created for changes to procedure that did not require a high level of sign off. Finally, Training Bulletins also existed, which were designed to remind or refresh existing concepts, but not to create new direction.

In 2020 NORCOM as an agency began a long term project to rework the codification of its rules. All former systems will be folded into two simple concepts; POLICY, defined as the overall objective of a rule, and PROCEDURE, which is more detailed and explains how specifically to achieve those results. While moving existing procedures into this new format will be time consuming, it should result in little to no change to NORCOM’s field units. It’s more a reorganization of existing rules, a spring cleaning of policy to make it easier for dispatchers to find direction on a particular subject.

## Fire Operations

NORCOM’s Fire Liaison has been focused on testing and planning the migration of Woodinville response areas to reflect Eastside Fire and Rescue jurisdiction. This is to ensure that responses to the Woodinville area generate Eastside incident

numbers. The migration required GIS modifications and testing as well as a large amount of response plan and other changes in the CAD system. Some additional GIS work was wrapped into that project to prepare for Kirkland Fire Station 24 to come online. This required an additional response area to be built in addition to corresponding response plans. The Fire Liaison is simultaneously preparing for the Single CAD Migration project by determining agency points of contact, gathering information that needs verification, and planning meetings with agencies to update that information.

## Police Operations

In early 2021 our police agencies initiated a request for NORCOM to design a process to dispatch participating NORCOM DRE (*Drug Recognition Expert*) units to a call based on the nearest available NORCOM police units first, before calling WSP for a callout. The ultimate goal is to use this procedure down the road for many different types of skill-based dispatching for police units. With the assistance of Sgt. Hayes (NPKPD) and the Police Ops Board approval the decision was made to launch a pilot program using two skill sets (DRE & Language) as the test run for skill types. If you need a DRE or help with interpretation in a specific language you can ask NORCOM to check for the nearest on-duty and available NORCOM DRE or officer that speaks XXX language. We will use Tyler CAD to see if there are any on duty and available units close to your location. If found we will request that unit go en route to your call. If the nearest unit is from another agency, then that request would have to be approved by their on duty patrol supervisor before going en route. Interjurisdictional awareness and assistance has seen a positive impact from new procedures such as this recent addition.



## **MEMORANDUM**

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 12/10/2021  
Subject: NORCOM Associated Guild Collective Bargaining Agreement

---

### **Executive Summary:**

### **Background:**

### **Past Board or Other Related Actions:**

### **Policy and Strategic Implications:**

### **NORCOM Staff Recommendation:**

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

### **Staff Comments:**

### **Options**

### **Risks**

**Finance Committee Review:** Yes

**Legal Review:** Yes

**Joint Operations Board Review:** No

---