



## AGENDA

### NORCOM Governing Board

February 11, 2022, 9:00 am

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. Consent Agenda
  - A. Governing Board Meeting Minutes January 14, 2022
  - B. AP Reports January
  - C. Collective Bargaining Agreements finalized
5. For Briefing to Board
  - A. Alpha Numeric Paging System Project Update
  - B. Staffing Update
  - C. Executive Directors Annual Performance Review
6. For Board Discussion / Decision
  - A. Cancellation of March Governing Board Meeting
7. Newsletter
  - A. February 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.*

9. Adjournment

The next Governing Board meeting is scheduled for March 11, 2022



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 02/11/2022  
Subject: Governing Board Meeting Minutes January 14, 2022

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### **Executive Summary:**

The January 2022 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

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## **Attachments**

Governing Board Minutes 011422



## MEMBERS

Nathan McCommon	City of Bellevue
Dawn Hanson	City of Clyde Hill
Beth Goldberg	City of Kirkland (Vice-Chair)
Jeff Sass	City of Medina
Ed Holmes	City of Mercer Island
Dan Yourkoski	City of Normandy Park
Joshua Erskine	Duvall Fire District #45
Jeff Clark	Eastside Fire & Rescue (Chair)
Brian Culp	Fire District #27
Mike Morris	Northshore Fire Department
Matt Cowan	Shoreline Fire Department
Jeff Clark	Woodinville Fire & Rescue
Michael Olson	City of Kirkland (Board Treasurer)

## ABSENT

Butch Noble	City of Bothell
Mark Correia	City of Snoqualmie
Adrian Sheppard	Redmond Fire Department
Jay Wiseman	Snoqualmie Pass Fire
James Knisley	Skykomish Fire District #50

## VISITORS

Jami Hoppen	KC911
David Mendel	PSERN
Michelle Plorde	KC EMS
Sarah Johnson	Pacifica Law Group

## 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
Nathan Way	Applications & Security Architect
Sean Goehner	Systems Engineer
Deanna Gregory	Pacifica Law Group
Brittney Rhodes	Public Records Specialist
Maggie Johanson	Administrative Assistant



o **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.

o **Roll Call**

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

o **Open Communications from the Public**

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

o **Consent Agenda**

- **Governing Board Minutes for December 10, 2021 Meeting**
- **Accounts Payable Report December 2021**
- **2020 Financial and Accountability Audit Underway**

There was no discussion on any consent agenda items.

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

Motion carried.

o **For Board Briefing**

- **Public Safety Telecommunicator Operational Console Replacement Project**

Director Hamilton introduced the topic of the need to replace the seventeen consoles on the dispatch floor. No action is needed at this time NORCOM staff is proactively advising the Board of a significant need in advance of the 2023 Budget. Deputy Director Louie explained that the furniture was in place when NORCOM began in 2009 with a lifespan of ten years. The consoles have been used for sixteen years at this time. The desk computers are housed on the consoles along with radios, multiple monitors, wiring and other devices used daily by the dispatchers to perform their duties. Repairs have become difficult or unable to be made. As presented at the June 2021 Governing Board meeting, the estimated cost of replacement is \$500,000, which would come out of the Capital



Projects Fund. NORCOM is contemplating requesting allocation of funds in the 2023 & 2024 budgets with a replacement date of 2024. Deputy City Manager McCommon asked how this would be divided between the two budget years. Director Hamilton stated at this time we do not have those figures however we will provide them once they are determined. Chief Yourkoski asked if after we get through this replacement could we create a fund for future replacement projects if this is something that should occur every ten years. Director Hamilton stated that this is a topic has been discussed and we are working on a plan to implement it.

- **NORCOM Projects Overview**

Director Hamilton shared that 2022 will be a very challenging year with the large upgrades, customer driven projects we are committed to completing on time, and reduction in IT staff. He stated that during 2022 NORCOM may not have the bandwidth to take on any additional projects. Deputy Director Myers presented a list of projects for 2022 & 2023 highlighting each project. PSERN Wave 4 scheduled for July, August, September shouldn't impact IT, but expect operational impacts. Redmond Backup Center is pending permit approval to finish the work. Shield Force testing will wait until the Tyler upgrade is completed scheduled in March '22. Apha Numeric paging, met with Sno 911 to discuss where they are at on their project, will continue to work with them and come back with a more formal plan. Recommend staying on their system which would be the least cost. Tyler Fire Migration is continuing with work proceeding. CAD interfaces are indentified as a large risk due to the complexity with multiple vendors, scheduling and testing. Desktop virtualization will be no cost to NORCOM allowing each employee to have a virtual desktop reducing the risk of phishing etc. on the dispatch CAD workstations. BPD Body-Worn cameras added to the project timeline in March, to begin in July. Pulse Point, working on this project to build in Central Square. Also collaborating with Snohomish County who is on Tyler and using this system to help with our build out on our Tyler system. Console replacement is a 2 year plan, will update with timeframe once have details. Deputy Director Myers also presented a 2021 project list showing all the projects completed or that are currently in process.

- **Employee COVID Update**

Director Hamilton expressed the continued concern for COVID and the multiple strains we are seeing, along with the concern that employees are being exposed externally. Human Resource Manager Cayton provided an update that NORCOM has experienced a sharp increase since December 26<sup>th</sup> among the Supervisors and Telecommunicators. She stated since the end of December we have had nine cases of which three are currently out of the office, all are fully vaccinated. NORCOM continues to provide all necessary cleaning products to keep areas sanitized. NORCOM is now requiring three-ply disposable masks and no longer allowing cloth masks, we are temporarily providing disposable masks along with rapid tests to employees. Human Resource Manager Cayton also provided an update on staffing which is that we have four new Telecommunicators that started this week.



- **For Board Decision**

- **Senate Bill – SB 5555 – Concerning Public Safety Telecommunicators**

Director Hamilton introduced the topic of SB 5555 which would require standardized training for 911 Public Safety Telecommunicators. Deputy Director Myers the current President of APCO/NENA are our two primary 911 Associations stated the Senate is going into short session, this is a topic that has been in discussion for years, and it was agreed it feels like the right time to proceed forward. SB 5555 seeks two objectives: to recognize Public Safety Dispatchers as first responders and establish a formal certification and training program for 911 Public Safety Telecommunicators across Washington. These two items would elevate the role's importance and provide support for both recruiting and retention. Should this bill pass, a certification board would be established which would be made up of all groups. Deputy City Manager McCommon asked if this is in line with jurisdiction guidelines. Deputy Director Myers confirmed that all organizations have been included in this process. Deputy City Manager Goldberg stated Kirkland is supportive and sees a benefit to the training.

Chief Clark and the Board agreed to move forward with supporting SB 5555.

- **Department Reports**

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

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

- **Executive Session**

No executive session was held

- **Adjournment**

The meeting adjourned at 9:31.



Meeting Minutes  
NORCOM Governing Board  
January 14, 2022

The next Governing Board meeting is scheduled for February 11, 2022.

Approved by:

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Chair

Attest:

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Secretary





## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 02/11/2022  
Subject: AP Reports January

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### 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:

None

### Options

### Risks

Finance Committee Review: Yes

Legal Review: No

Joint Operations Board Review: No

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## Attachments

AP Reports January

## NORCOM

ACTIVITY JANUARY 1, 2022 THROUGH JANUARY 31, 2022

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$935,287.54

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.

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Michael Olson, Treasurer

Date

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

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Governing Board Chair

Date

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Governing Board Vice Chair

Date

**501- Operating**

for Period Ending January 28, 2022

	2022 Budget	January Activity	2022 Collected to Date	% collected
Agency Revenue	12,580,410	3,145,103	\$ 3,145,103	25%
Agency Reimbursements	156,000	-	\$ -	0%
Grants/Intergovernmental/Interest	140,000	-	\$ -	0%
Total	12,876,410	3,145,103	3,145,103	24%
Transfers In	1,116,691	-	\$ -	0%
Revenues + Transfers	13,993,101	3,145,102.50	3,145,103	22%

## Expenses

	2022 Budget	January Activity	2022 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	7,846,168	\$ 396,063	\$ 396,063	5%	7,450,105
Salaries & Wages - Overtime	242,405	\$ 48,268	\$ 48,268	20%	194,137
Professional Reimbursements	4,200	\$ 323	\$ 323	8%	3,877
Medical	1,169,166	\$ 96,692	\$ 96,692	8%	1,072,474
Dental	98,425	\$ 7,924	\$ 7,924	8%	90,501
Vision	13,080	\$ 1,025	\$ 1,025	8%	12,055
Long-Term Care	6,600	\$ 471	\$ 471	7%	6,129
Medicare	117,345	\$ 5,950	\$ 5,950	5%	111,395
MEBT	494,564	\$ 27,401	\$ 27,401	6%	467,163
PERS	881,324	\$ 45,432	\$ 45,432	5%	835,892
Washington FMLA	16,478	\$ 714	\$ 714	4%	15,764
Unemployment	90,200	\$ 5,021	\$ 5,021	6%	85,179
Workers Comp	35,162	\$ 960	\$ 960	3%	34,202
Total Personnel	11,015,117	636,245	\$ 636,245	6%	10,378,872
Advertising	5,000	\$ -	\$ -	0%	5,000
Bank Fees	250	\$ -	\$ -	0%	250
Cellular,Pager & Radio Svcs	51,816	\$ -	\$ -	0%	51,816
Computer Hardware-Non Capital	10,000	\$ -	\$ -	0%	10,000
Consumable Goods	9,950	\$ 25	\$ 25	0%	9,925
Dues & Memberships	11,685	\$ 8,764	\$ 8,764	75%	2,921
Equipment Leases	20,520	\$ 104	\$ 104	1%	20,416
Facility Lease	696,952	\$ -	\$ -	0%	696,952
Financial Audit	23,230	\$ -	\$ -	0%	23,230
Hosted Services	116,720	\$ 9,432	\$ 9,432	8%	107,288
HR Services	63,000	\$ -	\$ 279	0%	62,721
Insurance	75,000	\$ 74,116	\$ 74,116	99%	884
Local Travel/Training/ Mileage	9,000	\$ -	\$ -	0%	9,000
Network Service	29,091	\$ -	\$ -	0%	29,091
Office Furniture	7,750	\$ -	\$ -	0%	7,750
Office Supplies	8,000	\$ 43	\$ 43	1%	7,957
Operating Supplies	4,000	\$ 473	\$ 473	12%	3,527
Parking Lease	61,524	\$ 4,650	\$ 4,650	8%	56,874
Payroll Services	25,000	\$ 558	\$ 558	2%	24,442
Postage	750	\$ 116	\$ 116	15%	634
Printing	1,100	\$ -	\$ -	0%	1,100
Professional Services	158,650	\$ -	\$ -	0%	158,650
R&M - Network Equipment	138,137	\$ -	\$ -	0%	138,137
R&M - Office Equipment	5,000	\$ -	\$ -	0%	5,000
R&M - Software Maintenance	1,014,392	\$ 14,533	\$ 14,533	1%	999,859
Radio Site Lease	52,177	\$ 566	\$ 566	1%	51,611
Recruitment Supplies	2,000	\$ -	\$ -	0%	2,000
Small Tools & Minor Equipment	14,750	\$ -	\$ -	0%	14,750
Software/Licensing	102,440	\$ 792	\$ 792	1%	101,648
Telephone Services	46,100	\$ 587	\$ 587	1%	45,513
Training/Conf Registrations	3,500	\$ -	\$ -	0%	3,500
Training/Conf Registrations/ Travel	10,500	\$ -	\$ -	0%	10,500
Transfers Out	250,000	\$ -	\$ 50,000	20%	200,000
Total Supplies & Services	3,152,984	114,759	\$ 165,038	5%	2,987,946
GRAND TOTAL	14,168,101	751,004	\$ 801,283	6%	13,366,818

**502- Capital Projects**

	2022 Budget	January Activity	2022 Spending to Date	% used	Remaining Balance
R&M - Software Maintenance	482,334	\$ -	\$ -	0%	482,334
	340,669	-	-	0%	482,334

**503- Equipment Replacement:**

	2022 Budget	January Activity	2022 Spending to Date	% used	Remaining Balance
Computer Hardware-NonCapital	163,670	\$ -	\$ -	0%	163,670
R&M Software Maintenance	136,330	\$ -	\$ -	0%	136,330
	300,000	\$ -	\$ -	0%	300,000

**505-E 911 Escrow**

Revenues:	2022 Budget	January Activity	Collected to Date	% collected
E-911 Escrow	1,166,691	-	\$ -	0%
Investment Interest	-	-	\$ -	0%
	1,166,691	-	\$ -	0%

Expenditures:	2022 Budget	January Activity	2022 Spending to Date	% used	Remaining Balance
Transfers Out	1,116,691	\$ -	\$ -	0%	1,116,691

## NORCOM Financial Summary

for Period Ending January 28, 2022

	2022 Adopted Budget	Actual	Percent of Budget
<b><u>501 - Operating Fund</u></b>			
2022 Beginning Fund Balance	-	\$0	
Agency Revenue	12,580,410	\$ 3,145,103	25.00%
Other Revenue	296,000	\$ -	0.00%
Transfers In	1,166,691	-	0.00%
Revenue Collected	14,043,101	3,145,103	22.40%
Total Resources	14,043,101	3,145,103	
Personnel Expenditures	11,015,117	\$ 636,245	5.78%
Operating Expenditures	2,777,984	\$ 165,038	5.94%
Transfers Out	250,000	\$ 50,000	20.00%
Total Expenditures	14,043,101	851,283	6.06%
<b>Available Fund Balance</b>	<b>\$0</b>	<b>\$2,293,819.68</b>	
<b><u>502 - Capital Projects Fund</u></b>			
2022 Beginning Fund Balance	297,485	\$297,485	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	500,000	-	0.00%
Revenue Collected	500,000	-	0.00%
Total Resources	797,485	297,485	
Expenditures	480,334	\$ -	0.00%
Transfers Out	-	\$ -	0.00%
Total Expenditures	480,334	-	0.00%
<b>Available Fund Balance</b>	<b>\$317,151</b>	<b>\$297,485</b>	
<b><u>503 - Equipment Replacement Reserve</u></b>			
2022 Beginning Fund Balance	343,323	\$343,323	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	50,000	-	0.00%
Revenue Collected	50,000	-	0.00%
Total Resources	393,323	343,323	
Expenditures	300,000	\$ -	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	300,000	-	0.00%
<b>Available Fund Balance</b>	<b>\$93,323</b>	<b>\$343,323</b>	

	2022 Adopted Budget	Actual	Percent of Budget
<b><u>504 - Operating Expense Reserve</u></b>			
2022 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>			
2022 Beginning Fund Balance	\$83,371	\$83,371	
Operating Revenue	1,116,691	\$ -	0.00%
Investment Interest	-	-	0.00%
Revenue Collected	1,116,691	-	0.00%
Total Resources	1,200,062	83,371	
Expenditures	-	-	0.00%
Transfers Out	1,116,691	-	0.00%
Total Expenditures	1,116,691	-	0.00%
<b>Available Fund Balance</b>	<b>\$83,371</b>	<b>\$83,371</b>	
<b><u>506 - Rate Stabilization Reserve</u></b>			
2022 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	300,000	-	0.00%
Total Expenditures	300,000	-	0.00%
<b>Available Fund Balance</b>	<b>\$507,041</b>	<b>\$807,041</b>	



## **MEMORANDUM**

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 02/11/2022  
Subject: Collective Bargaining Agreements finalized

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### **Executive Summary:**

Staff wishes to update the Governing Board on the finalization of two Collective Bargaining agreements.

NORCOM has two groups of employees who are represented. NORCOM Dispatchers are represented by the NORCOM Associated Guild (NAG) and the NORCOM Supervisors are represented by the Public Safety Employee Union (PSEU). Both entities have a collective bargaining agreement, which expired in 2021.

The Governing Board was previously briefed on each tentative agreement and, "absent substantive changes to the tentative agreements," authorized the Director to execute the contracts as presented.

### **Background:**

The PSEU contract negotiations began on April 7, 2021, and a tentative agreement was presented to the Governing Board for approval and signing authorization on July 9th, 2021. No subsequent changes were made to the presented agreement and the contract was fully executed on July 21, 2021.

The NAG contract negotiations began on August 9, 2021, and a tentative agreement was presented to the Governing Board for approval and signing authorization on December 10th, 2021. No subsequent changes were made to the presented agreement and the contract was fully executed on December 27, 2021.

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

Nothing further.

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

None

### **NORCOM Staff Recommendation:**

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

### **Staff Comments:**

None

**Options**

None

**Risks**

None

**Finance Committee Review:** Yes

The Finance Committee is aware of the two contract negotiations.

**Legal Review:** No

NA

**Joint Operations Board Review:** No

NA

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## **MEMORANDUM**

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 01/14/2022  
Subject: Alpha Numeric Paging System Project Update

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### **Executive Summary:**

No formal action is required by the Board.

NORCOM Management has continued to investigate methods for moving forward to update the alpha numeric paging system. Fire representatives investigated alternatives to system replacement and recommended continuing the use of the alpha numeric paging system. They also recommended continuing the use of the SNO911 system for paging delivery and coverage.

NORCOM and SNO911 teams are now meeting monthly to collaborate on project planning. NORCOM's management wishes to inform the board about the paging system and the body of work tied to its upgrade.

### **Background:**

SNO911 hosts the paging master site and 20+ paging sites in Snohomish County. NORCOM owns equipment and pays leases for space at 9 sites in King County. Most NORCOM sites are connected to each other and the SNO911 master site via multiple public safety microwave systems. PSERN will begin operating a single public safety microwave system that replaces our use of the three systems in King County.

The original paging project was a forklift style upgrade of the master site and all equipment, feed lines, and antenna at each paging site. The project was planned as part of a full voice and data radio upgrade project contracted by SNO911 with Motorola. In 2021, SNO911 experienced several component failures within their paging infrastructure. With component failures and the system being end-of-life there was an acceleration to identify a more immediate option to upgrade the equipment. SNO911 was able to locate key replacement equipment and has since stabilized their paging system. This stability provides the opportunity to reevaluate the replacement project and include NORCOM in the project planning.

Moving forward, SNO911 and NORCOM are considering replacing only the equipment within each of the site shelters and the master paging site. The feed lines and antenna may remain in place. We believe this change will extend the paging system life for 7-10 years and maintain current functionality. The belt pagers currently owned by user agencies will work on the replacement system.

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

In 2012, several recommendations were made related to Locution and Alpha Numeric Paging. As a result, the Governing Board approved Resolution 81 in 2014 which transferred Locution and alpha numeric paging assets to NORCOM. Part of the recommendation included to require and support that the NORCOM technology team be responsible for having skilled staffing and/or contractors in place to maintain and operate the Locution CADVoice and Alpha Numeric Paging Systems. No additional staff was added to support these systems. To date, the work has been absorbed into current staff.

The Governing Board approved a transfer of \$300,000 to Capital Projects for 2022 to make initial funds available to upgrade the alpha numeric paging system.

**Policy and Strategic Implications:**

This project preserves NORCOM's ability to alert individuals via hip pagers for fire and EMS calls for service.

**NORCOM Staff Recommendation:**

Staff continues to work with SNO911 on project scope and planning.

**Staff Comments:**

Nothing additional

**Options**

**Risks**

**Finance Committee Review:** Yes

NA

**Legal Review:** No

NA

**Joint Operations Board Review:** No

NA

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**Attachments**

Paging System Overview



A map of the Puget Sound region in Washington state. Several locations are marked with purple pins: Seattle (near Harborview Medical Center), Bellevue (near Bellevue City Hall), Newcastle (near Horizon Heights), Issaquah (near Squak Mountain), and North Bend (near Rattlesnake Ridge). The map shows major roads, water bodies, and city boundaries.

# Alpha Numeric Paging System

Board Update

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# Alpha-Numeric Paging system overview

- NORCOM has 9 paging sites in King County that cover our fire response area except for Skykomish and Snoqualmie Pass.
- NORCOM owns the paging equipment at each site
  - Channel banks – backhaul connectivity
  - GPS oscillators – simulcast timing
  - Paging transmitters & encoders – transmitting messages
  - Power supplies – DC, UPS and surge protectors
  - Antennas – feedlines, lightning protection, variety of antenna types
- Paging Master Site – the brains of the system is owned and operated by SNO911.

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# Transmitting Messages

- Purpose of the system is to make notifications to individuals via belt pagers.
- NORCOM and its alphanumeric paging sites are connected to each other and to the SNO911 paging system via public safety microwave systems (backhaul).
- When NORCOM sends a page it goes out on our 9 sites and on Snohomish County's (~20) sites.
- In reverse - when Snohomish County sends a page, it goes out on both their sites and NORCOM's sites.
- All sites have a GPS timing device to ensure each site transmits the page at the same time to the millisecond.

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# Status

- Fire agencies reviewed options and recommend maintaining a paging system. SNO911 offers the least complex and least costly option
- SNO911 plans to separate their initial forklift radio project into two distinct projects
  - Radio Voice/Data System Upgrade to P25 Phase 2 system
  - Partial Paging System Replacement
- NORCOM can join the partial paging replacement project and work collaboratively with SNO911 to scope, plan, purchase and deliver the upgraded paging components
- SNO911 paging infrastructure has stabilized with replacements made in 2021 leaving us time to regroup and reorganize the original project

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# Partial Paging Replacement

- Current belt pagers work on the next system
- Transmitter equipment is replaced at each NORCOM site, replacement of antennas and wiring may not be included
- Complexity tied to
  - PSERN Microwave and Snohomish County Microwave Upgrades
  - Radio site connectivity
  - Radio shelter moves
  - Site leases

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# Work tied to NORCOM Sites

- Equipment moves into PSERN shelter
  - Education Hill (Redmond)
  - Norway Hill (Bothell)
- Squak Mountain (Issaquah)
  - Co-located with our 154.190 transmitter (Combined antenna for both systems)
  - Negotiating a lease with King County for tower, access and utilities
  - Need to determine building owner for lease negotiation
  - Lockout device to lessen interference with the Valleycom paging system

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# Work tied to NORCOM Sites

- Horizon Heights (South Bellevue)
  - Houses the other primary channel bank for connection to send and receive pages
  - Not part of the PSERN radio tower system.
  - Need to determine if we want to keep this paging site
    - Coverage
    - Connectivity
- Harborview Medical Center (Seattle)
  - Covers West side of Mercer Island and Bellevue (directional antenna)
  - Connectivity to this site is in question
  - The Harborview site is not connected to the public safety microwave system
  - Need to determine if we want to keep this paging site
    - Coverage
    - Connectivity

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# Public Safety Microwave systems

- The King County ERS Microwave system is owned and operated by EPSCA, Seattle and King County.
- King County owns and operates the south loop.
- EPSCA and Seattle own different parts of the north loop.
- Most NORCOM sites use this system to connect
- As part of the PSERN project, a new microwave system has been built. This system will provide the backhaul for the PSERN system once it is switched over.



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# Public Safety Microwave systems

- EPSCA, Seattle and KC/VC will begin decommissioning sites immediately following PSERN full system acceptance, currently scheduled for March 10, 2023.
- As part of their voice/data radio system upgrade, SNO911 will be upgrading their Microwave system.
- The timing of these upgrade projects introduces significant risk and complexity into the alpha-numeric paging system's ability to function.
- NORCOM must be fully engaged in each of these projects to ensure connectivity is maintained.

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# Site and System Maintenance-not completed

In 2012 the following recommendations were given to the Zone 1 Fire Chiefs for next steps with Locution and Alpha Numeric Paging:

1. Require and support that the NORCOM technology team be responsible for having skilled staffing and / or contractors in place to maintain and operate the Locution CADVoice and AlphaPaging Systems.
2. Replace antenna systems at all sites, except Crista and Ring Hill.
3. Require that all Zone 1 agencies completely implement Alphapaging and Locution CADVoice.

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# Summary

- The upgrade of the paging system is a complex project with many moving parts:
  - Establish agreements with SNO911
  - Procurement of project management, system design, equipment, installation, testing, etc.
  - Dedicated time to secure leases, update license FCC documentation, track assets, decommission old equipment, document new system, etc.
  - Identify coverage and connectivity for 2 NORCOM sites
  - Plan equipment moves between shelters at other sites
  - Participate in project planning, decisions and implementation with SNO911
  - Coordinate microwave use with up to five different entities
  - Ensure no negative impact to .190 sites

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# Next Steps

- NORCOM and SNO911 meet monthly
- Working through
  - Shared purchasing agreement
  - Review of the Western Washington Regional Public Safety VHF Alphanumeric Paging System Memorandum of Understanding
  - RFP or other procurement processes, statement of work to include:
    - Shared Requirements
    - NORCOM Specific Requirements
    - SNO911 Specific Requirements



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 02/11/2022  
Subject: Staffing Update

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### Executive Summary:

NORCOM staff wishes to provide a brief current state staffing update to the Board.

### Background:

NORCOM continues to experience a staffing shortage in the Telecommunicator workgroup that has been exacerbated by a recent increase in COVID cases among NORCOM employees.

### Past Board or Other Related Actions:

N/A

### Policy and Strategic Implications:

N/A

### NORCOM Staff Recommendation:

N/A

### Staff Comments:

#### Options

N/A

#### Risks

Increased turnover due to burnout and continued overtime expenses.

**Finance Committee Review:** No

NA

**Legal Review:** No

NA

**Joint Operations Board Review:** No

NA

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## Attachments

Staffing Update

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# Staffing Update

Budgeted Telecommunicator Positions – 62

Current # - 57

Telecommunicators in Training, Not Counting in Staffing - 12

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# COVID Impact

- 19 cases (Telecommunicators & Supervisors) since Christmas 2021
  - 13 cases in the last 3 weeks
- Impacts to staff
  - Significantly increased overtime
    - 320 hours of over time per week in 2022
    - Telecommunicators required to work on all three of their off days
  - Risk to morale

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# Staff Response

- Frustration is being actively addressed through high visibility and interaction
- Greater accountability for those not helping to share the burden
- Strong collaboration with the Guild to find agreeable temporary solutions and exploring Emergency Clause rights afforded to us in the CBA
- Adjusted training program to provide more coverage
- Provided refresher training for former dispatchers now in administration
- Additional contingency plans in place as needed

The good news is that the volume of COVID cases is trending downwards and we are cautiously optimistic. As of 2/10, everyone who contracted COVID is back in staffing.



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# Thank You!

Support from Fire Customers and King County

- Consultations
- Test kits
- Booster shots





## **MEMORANDUM**

To: Governing Board  
From:  
Date: 02/11/2022  
Subject: Executive Directors Annual Performance Review

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### **Executive Summary:**

The Executive Director serves at the pleasure of the Governing Board. Each year the Board Chair solicits input from Board members regarding the Director's performance and prepares an annual performance review. The current Executive Directors Performance review is due in April 2022. The NORCOM Human Resources manager helps to facilitate and inform this process as needed.

### **Background:**

The Executive Directors' performance review is an important element of the Board's retention and compensation decisions.

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

N/A

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

N/A

### **NORCOM Staff Recommendation:**

NORCOM Staff recommends the Chair begin this process, seeking input from Board members.

### **Staff Comments:**

N/A

### **Options**

### **Risks**

### **Finance Committee Review:**

NA

### **Legal Review:**

NA

### **Joint Operations Board Review:**

NA

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## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 02/11/2022  
Subject: Cancellation of March Governing Board Meeting

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### Executive Summary:

Due to unanticipated circumstances, the NORCOM Governing Board Chair and Vice Chair are unavailable for the March 2022 Governing Board meeting. The Board may wish to consider the cancellation of the March 2022 meeting.

NORCOM staff has not identified any urgent March agenda item which would require Board action, nor any March agenda items driven by the Interlocal Agreement (ILA). Should an urgent need arise, the ILA provides a mechanism to call a special meeting.

### Background:

The NORCOM ILA requires the following:

### SECTION 6 (L)

**Meetings.** The Governing Board shall meet not less than four (4) times per year, at least once each calendar quarter, at a time and place designated by the Chair of the Governing Board or by a majority of its Members. Not less than fourteen (14) days advance notice of regular meetings shall be given. Special meetings may be called by the Chair or any two (2) Members upon giving all other Members not less than seven (7) days prior notice.

### 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 consider cancellation of the March meeting.

### Staff Comments:

Nothing additional

### Options

### Risks

**Finance Committee Review:** No

NA

**Legal Review:**

NA

**Joint Operations Board Review:**

NA

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## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 02/11/2022  
Subject: February Information Technology and Operations Newsletter

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### Executive Summary:

The February 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  
NA

Legal Review: No  
NA

Joint Operations Board Review: No  
NA

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## Attachments

February IT & Operations Updates



# Information Technology Updates

From: Katy Myers, DDofA

February 2022

## Radio

### PSERN

The hardware and labor portion of the CADi work will be added to the PSERN project and NORCOM's contract with PSERN will be updated to pass through those costs. Received quote from Motorola. Waiting for Tyler quote.

## 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.

## Systems and Programs

### RAADAR

- Production environment in Cloud built and multiple PSAPs are connected to online instance
- Preplans available via the Fire Active Call
- Added street/satellite view selector to the Fire Address Detail page

## Projects

### Tyler Fire Migration

Data scrubbing continues, and meetings are scheduled with each agency to review response plans. CAD export build completed. Waiting for agencies to submit work approval for ESO to begin connecting and testing the export. Pending documentation for LiveMUM interface after technician met.

### Tyler Upgrade to 2021.1 SP3

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

### Shield Force

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

### Redmond Back-Up Center

Updated engineering plans submitted to the city of Redmond, pending permit approval. Furniture order being finalized.

### Alpha-Numeric Paging System

Met with SNO911 to discuss their newest project plan and feasibility of joining that project.

### PulsePoint

Kickoff meeting held with PulsePoint. Server built and installation done for Central Square system.

### 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. Extended contract for support through March '22.

### Navigator

- 2/1/22 – Bothell end-to-end testing completed w/ Police Captain, CAD Administrator, Records Supervisor & Dispatch Supervisor and NORCOM.
  - Next step: Schedule end-to-end walkthrough with PD Training. Bothell PD Trainer will provide estimate on time, effort and training schedule.
- KCSO –Testing and research completed by KCSO, field for RAADAR url link identified.
  - End-to-end testing scheduled with KCSO CAD Administrator and NORCOM.
  - Next step: end-to-end testing w/ Dispatch, Records & Deputy.

## 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.

“NORCOM Service continues to be responsive and helpful to all requests as they are sent. Thank you!!”

Last Month: 17 surveys returned

- Better than expected – 40
- As expected – 28

### 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*
Dec '21	173	190	1
Jan '22	231	212	1

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



# Operations Updates

From: Roky Louie, Deputy Director of Operations

February 2022

## January 2022 Operations Performance

FD	
Total Calls	5,656
Pickup to Disp. Under 60 Sec.	83.10%
Pickup to Disp. Under 90 Sec.	94.75%
Pickup to Q Under 40 Sec.	77.76%
Q to Disp. Under 20 Sec.	88.81%

CR	
Total Calls	23,970
Busiest Hour	0900
Answered in less than 15 Sec.	97.04%
Answered in less than 20 Sec.	98.15%

PD	
Total Calls	9610
P1 Calls to Disp.	00:01:00
P1 Response Times	00:01:12
P3 Response Times	00:03:26
P4 Response Times	00:25:04

### Police Liaison

In conjunction with the training department, the focus for dispatchers regarding police agencies was in the area of radio safety procedures. Refresher training was issued to staff, walking them through how to process a roll call on police radios. The need for a roll call does not come up often but is a very valuable tool when the situation arises. The scenario refreshed staff with steps on what to do if a unit sends a radio transmission for help and then does not transmit their call sign. This type of situation is further complicated if a dispatcher is unable to connect the radio identification number to a specific unit. Having police units and dispatchers trained on procedures ensures the safety of units in the field and directs help to the officer in need as quickly as possible.

### Fire Liaison

NORCOM's Fire Liaison has been focusing heavily on validating agency data in preparation for the Single CAD Migration Project. Much of the data has been exported and sent to individual agencies to verify it is up to date. This data includes current agency employees, paging group distributions, paging phone numbers attached to employees, and other data. Also included in this data validation is confirming response areas for each agency. This work is necessary to ensure only accurate data is contained in the Tyler CAD system. The majority of agencies have returned their validated data with a few agencies still working on completing this task. One of the important next steps with this project is to discuss with our fire agencies how to configure some of the functionality of the CAD system. These discussions are being planned for the very near future.

### Training Department

The Training Department implemented a program requiring Telecommunicators to complete one training class each quarter. It allows them to select the topic of their choosing, as well as the format. So far, the primary topics include burnout, stress and improving sleep. The quarterly addressing drill was again issued utilizing Tyler CAD to continue working towards a single CAD system. NORCOM also recently hired 4 new Telecommunicators who joined the current call receiving academy.