



AGENDA

NORCOM Governing Board
August 12, 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 July 8, 2022
 - B. AP Reports July
5. Briefing to Board
 - A. Tyler Fire Migration
6. 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 42.30.140(4)(a) Collective bargaining sessions with employee organizations, including contract negotiations, grievance meetings, and discussions relating to the interpretation or application of a labor agreement; or (b) that portion of a meeting during which the governing body is planning or adopting the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress.*
7. Board Discussion
 - A. Personnel Update
8. Board Decision
 - A. Resolution 201 - 2023 Fee Approval / 2023 Budget Presentation & Decision
9. Newsletter

- A. August Information Technology and Operations Updates Newsletter
- 10. Adjournment

The next Governing Board meeting is scheduled for September 9, 2022



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 08/12/2022
Subject: Governing Board Meeting Minutes July 8, 2022

Executive Summary:

The July 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

Attachments

Governing Board Minutes 070822



Meeting Minutes
NORCOM Governing Board
July 8 , 2022

MEMBERS

Nathan McCommon	City of Bellevue
Bruce Kroon	City of Bothell
Dawn Hanson	City of Clyde Hill
Beth Goldberg	City of Kirkland (Chair)
Jeff Sass	City of Medina (Vice-Chair)
Jeff Magnan	City of Mercer Island
Dan Yourkoski	City of Normandy Park
Mark Correira	City of Snoqualmie
Jeff Clark	Eastside Fire & Rescue
Matt Cowan	Northshore Fire Department
Adrian Sheppard	Redmond Fire Department
Matt Cowan	Shoreline Fire Department
Jeff Clark	Woodinville Fire & Rescue
Michael Olson	City of Kirkland (Board Treasurer)

ABSENT

Joshua Erskine	Duvall Fire District #45
Brian Culp	Fire District #27
James Knisley	Skykomish Fire District #50
Jay Wiseman	Snoqualmie Pass Fire

GUESTS

Nick Curry	NAG
Jami Hoppen	King County E911

NORCOM STAFF

Bill Hamilton	Executive Director
Roky Louie	Deputy Director, Operations
Katy Myers	Deputy Director, Administrative Services
Marianne Ryerson	Finance Manager
Jeremy Henshaw	Law Enforcement Liaison
Cory James	Fire Liaison
Deanna Gregory	Pacifica Law Group
Nathan Way	Applications & Security Architect
Sean Goehner	IT Systems Engineer
Brittney Rhodes	Public Records Specialist
Maggie Johanson	Administrative Assistant



Meeting Minutes
NORCOM Governing Board
July 8 , 2022

o **Call to Order**

Deputy City Manager Beth Goldberg, Governing Board Chair, called the Governing Board meeting to order at 9:01 a.m. The meeting was posted publicly and offered in a hybrid format to allow the public to participate in person, telephonically or by video remote access.

o **Roll Call**

Deputy City Manager Goldberg 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, phone or in person.

o **Consent Agenda**

- **Governing Board Meeting Minutes June 10, 2022**
- **Accounts Payable Report June**

There was no discussion on any consent agenda items.

Chief Yourkoski made a motion to approve the Consent Agenda. Chief Magnan seconded the motion.

Motion carried.

o **For Board Briefing**

- **Tyler Fire Migration**

Director Hamilton introduced the topic of Tyler Fire Migration and the continued hard work in preparation for the migration, which will occur on July 12, 2022. Deputy Director Myers stated that the implementation is scheduled to begin around 0600 on July 12, 2022, depending on the workload.



Meeting Minutes
NORCOM Governing Board
July 8 , 2022

Deputy Director Myers stated that the vendors and user agencies are prepared and thanked everyone for their support. Deputy Director Myers presented the migration project readiness report, incident command guidelines outlining the approved migration plan which

will include daily status meetings, incident action plans (IAP), position checklist , migration support and issue & Manage Engine which will track all issues and an outline of the support plan during the migration.

o **For Board Decision**

• **2023 Budget Update & Decision**

Director Hamilton introduced the topic of the 2023 Budget stating the ILA guidelines for the budget. NORCOM staff has prepared a 10-year forecast with three budget smoothing scenarios and would like direction from the Board. Finance Manager Marianne Ryerson presented information on the additional funding decision from the E-911 office, NORCOM's fund balance, reserves policies and three scenarios for a decision regarding the 2023 fees. Finance Manager Ryerson stated the proposed increase from the E911 office for 2023 – 2024 is helpful, however it is not a guarantee and could change in the future. Finance Manager Ryerson presented the three budget scenarios and opened the floor for discussion. After additional in-depth discussion, it was requested that finance break down the budget further into two categories: Operations and Capital Projects. Finance Manager Ryerson will work with Deputy City Manager Goldberg and NORCOM staff to prepare the 2023 Budget as requested and bring it back to the Board. A request was made to provide the information prior to the next Governing Board meeting on August 12, 2022, to allow the Board time to review the 2023 Budget information.

o **Newsletter**

• **July Information Technology & Operations Updates Newsletter**

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



Meeting Minutes
NORCOM Governing Board
July 8 , 2022

o **Executive Session**

No executive session was held.

o **Adjournment**

Chief Sass made a motion to adjourn the meeting. Chief Yourkoski seconded the motion.

Motion carried.

The meeting adjourned at 10:01.

The next Governing Board meeting is scheduled for August 12, 2022.

Approved by:

Chair

Attest:

Secretary



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 08/12/2022
Subject: AP Reports July

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

NORCOM
ACTIVITY JUNE 25, 2022 THROUGH JULY 28, 2022

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,831,668.45

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 July 28, 2022

	2022 Budget	July Activity	2022 Collected to Date	% collected
Agency Revenue	12,580,410	-	\$ 9,435,308	75%
Agency Reimbursements	156,000	15,908	\$ 99,729	64%
Grants/Intergovernmental/Interest	140,000	69,642	\$ 133,087	95%
Total	12,876,410	85,550	9,668,123	75%
Transfers In	1,116,691	295,000	\$ 879,000	79%
Revenues + Transfers	13,993,101	380,550.31	10,547,123	75%

Expenses

	2022 Budget	July Activity	2022 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	7,846,168	\$ 546,587	\$ 4,057,351	52%	3,788,817
Salaries & Wages - Overtime	242,405	\$ 46,518	\$ 407,838	168%	(165,433)
Professional Reimbursements	4,200	\$ 323	\$ 2,262	54%	1,938
Medical	1,169,166	\$ 46,879	\$ 654,634	56%	514,532
Dental	98,425	\$ 3,728	\$ 53,530	54%	44,895
Vision	13,080	\$ 496	\$ 7,024	54%	6,056
Long-Term Care	6,600	\$ -	\$ 3,203	49%	3,397
Medicare	117,345	\$ 8,019	\$ 60,286	51%	57,059
MEBT	494,564	\$ 36,874	\$ 278,269	56%	216,295
PERS	881,324	\$ 60,481	\$ 454,915	52%	426,409
Washington FMLA	16,478	\$ 956	\$ 7,212	44%	9,266
Unemployment	90,200	\$ 7,028	\$ 73,104	81%	17,096
Workers Comp	35,162	\$ 1,351	\$ 10,102	29%	25,060
Total Personnel	11,015,117	759,238	\$ 6,069,729	55%	4,945,388
Advertising	5,000	\$ -	\$ 1,704	34%	3,296
Bank Fees	250	\$ -	\$ 86	34%	164
Cellular,Pager & Radio Svcs	51,816	\$ 2,886	\$ 18,981	37%	32,835
Computer Hardware-Non Capital	10,000	\$ -	\$ -	0%	10,000
Consumable Goods	9,950	\$ 812	\$ 5,805	58%	4,145
Dues & Memberships	11,685	\$ 190	\$ 9,386	80%	2,299
Equipment Leases	20,520	\$ 4,932	\$ 14,829	72%	5,691
Facility Lease	696,952	\$ 28,175	\$ 280,149	40%	416,803
Financial Audit	23,230	\$ -	\$ 12,417	53%	10,813
Hosted Services	116,720	\$ 18,000	\$ 72,483	62%	44,237
HR Services	63,000	\$ 11,985	\$ 37,348	59%	25,652
Insurance	75,000	\$ -	\$ 74,116	99%	884
Local Travel/Training/ Mileage	9,000	\$ 357	\$ 3,245	36%	5,755
Network Service	29,091	\$ 3,860	\$ 16,045	55%	13,046
Office Furniture	7,750	\$ -	\$ 1,193	15%	6,557
Office Supplies	8,000	\$ 415	\$ 1,958	24%	6,042
Operating Supplies	4,000	\$ 141	\$ 1,920	48%	2,080
Parking Lease	61,524	\$ 1,950	\$ 22,083	36%	39,441
Payroll Services	25,000	\$ 941	\$ 6,959	28%	18,041
Postage	750	\$ -	\$ 413	55%	337
Printing	1,100	\$ 12	\$ 1,162	106%	(62)
Professional Services	243,650	\$ 2,177	\$ 85,037	35%	158,613
R&M - Network Equipment	138,137	\$ 2,164	\$ 2,164	2%	135,973
R&M - Office Equipment	5,000	\$ -	\$ -	0%	5,000
R&M - Software Maintenance	1,014,392	\$ 542,681	\$ 663,878	65%	350,514
Radio Site Lease	52,177	\$ 3,372	\$ 7,069	14%	45,108
Recruitment Supplies	2,000	\$ -	\$ -	0%	2,000
Small Tools & Minor Equipment	14,750	\$ 841	\$ 3,095	21%	11,655
Software/Licensing	102,440	\$ 1,306	\$ 21,183	21%	81,257
Telephone Services	46,100	\$ 5,629	\$ 22,628	49%	23,472
Training/Conf Registrations	3,500	\$ -	\$ 1,097	31%	2,403
Training/Conf Registrations/ Travel	10,500	\$ -	\$ 2,194	21%	8,306
Transfers Out	313,261	\$ -	\$ 50,000	16%	263,261
Total Supplies & Services	3,176,245	632,826	\$ 1,440,627	45%	1,735,618
GRAND TOTAL	14,191,362	1,392,064	\$ 7,510,357	53%	6,681,005

502- Capital Projects

	2022 Budget	July Activity	2022 Spending to Date	% used	Remaining Balance
R&M - Software Maintenance	698,487	\$ 72,857	\$ 425,615	61%	272,872

503- Equipment Replacement:

	2022 Budget	July Activity	2022 Spending to Date	% used	Remaining Balance
Computer Hardware-NonCapital	163,670	\$ -	\$ 16,401	10%	147,269
R&M Software Maintenance	136,330	\$ -	\$ 3,252	2%	133,078
	300,000	\$ -	\$ 19,652	7%	280,348

505-E 911 Escrow

Revenues:	2022 Budget	July Activity	Collected to Date	% collected
E-911 Escrow	1,166,691	-	\$ 299,792	26%
Investment Interest	-	-	\$ 2,115	
	1,166,691	-	\$ 301,906	26%

Expenditures:

	2022 Budget	July Activity	2022 Spending to Date	% used	Remaining Balance
Transfers Out	1,116,691	\$ 295,000	\$ 879,000	79%	237,691

NORCOM Financial Summary

for Period Ending July 28, 2022

	2022 Amended Budget	Actual	Percent of Budget
<u>501 - Operating Fund</u>			
2022 Beginning Fund Balance	148,261	<i>\$148,261</i>	
Agency Revenue	12,580,410	\$ 9,435,308	75.00%
Other Revenue	296,000	\$ 232,816	78.65%
Transfers In	1,166,691	879,000	75.34%
Revenue Collected	14,043,101	10,547,123	75.11%
Total Resources	14,191,362	10,695,384	
Personnel Expenditures	11,015,117	\$ 6,069,729	55.10%
Operating Expenditures	2,836,471	\$ 1,440,627	50.79%
Transfers Out	313,261	\$ 50,000	15.96%
Total Expenditures	14,164,849	7,560,357	53.37%
Available Fund Balance	\$26,513	\$3,135,027.38	
<u>502 - Capital Projects Fund</u>			
2022 Beginning Fund Balance	538,264	<i>\$538,264</i>	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	563,261	-	0.00%
Revenue Collected	563,261	-	0.00%
Total Resources	1,101,525	538,264	
Expenditures	698,897	\$ 425,615	60.90%
Transfers Out	-	\$ -	0.00%
Total Expenditures	698,897	425,615	60.90%
Available Fund Balance	\$402,628	\$112,649	
<u>503 - Equipment Replacement Reserve</u>			
2022 Beginning Fund Balance	501,404	<i>\$501,404</i>	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	50,000	-	0.00%
Revenue Collected	50,000	-	0.00%
Total Resources	551,404	501,404	
Expenditures	300,000	\$ 19,652	6.55%
Transfers Out	-	-	0.00%
Total Expenditures	300,000	19,652	6.55%
Available Fund Balance	\$251,404	\$481,752	

	2022 Adopted Budget	Actual	Percent of Budget
<u>504 - Operating Expense Reserve</u>			
2022 Beginning Fund Balance	\$ 160,751	<i>\$160,751</i>	
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%
Available Fund Balance	\$160,751	\$160,751	
<u>505 - E-911 Escrow Trust</u>			
2022 Beginning Fund Balance	\$85,719	<i>\$85,719</i>	
Operating Revenue	1,116,691	\$ 299,792	26.85%
Investment Interest	-	2,115	0.00%
Revenue Collected	1,116,691	301,906	27.04%
Total Resources	1,202,410	387,625	
Expenditures	-	-	0.00%
Transfers Out	1,116,691	879,000	78.71%
Total Expenditures	1,116,691	879,000	78.71%
Available Fund Balance	\$85,719	-\$491,375	
<u>506 - Rate Stabilization Reserve</u>			
2022 Beginning Fund Balance	\$807,041	<i>\$807,041</i>	
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%
Available Fund Balance	\$507,041	\$807,041	



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 08/12/2022
Subject: Tyler Fire Migration

Executive Summary:

The single CAD project migration occurred on July 12, 2022. NORCOM and all agency users have been operating on a single system since that date. There are some outstanding punch list items, and we continue to address questions and issues. Overall, the project has been successful and continues to evolve.

Background:

In close consultation with the Fire Agencies, 911 Operations, Tyler, and other vendors, we have completed all requirements to complete the migration to Tyler as the single CAD solution. The migration to a single CAD system will improve communications between disciplines and telecommunicators, streamline technical support and updates, and reduce ongoing maintenance, equipment and upgrade costs.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

N/A

Staff Comments:

This update is advisory in nature. No decisions are required at this time.

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

Tyler Fire Migration

Tyler Fire Migration Project Update

Thank you for your leadership, patience and support

There have been bumps in the road, but we are on a good path

- Common Themes and Tickets
- Project Roadmap
- New Related Work
- Moving Forward



Common Themes



Install Updates – Manual Process



Personnel Information



Cell Phone Notifications



Why this unit or not this unit



RAADAR Updates



ESO missing data

Roadmap

Project Related Work:

- August Training:
 - Fire Administration training
 - Tyler Incident Notification learning session
- Response Plan Updates
- Out of Zone Mutual Aid Locations
- Unit/Personnel Radio Assignments
- Dual Discipline Meeting
 - Viewing permissions
 - Incident numbers
- Crew Force

New Work:

- Windows Patching - 8/16/22 @3am
- CAD Resiliency
 - CAD-Lite (back-up CAD)
 - Server Migration Project 2023
 - Disaster Resiliency Project 2024
- CAD-to-CAD with Sno911
- First Watch triggers/reports
- Evolving CAD
 - FDID to Agency Name
 - Map Events
- CS Decommissioning

Moving Forward

- No more daily status meetings
 - Call us with questions, emails to support to enter tickets
- Weekly meetings for the next few weeks
- Weekly wrap-up emails



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 08/12/2022
Subject: Personnel Update

Executive Summary:

Staff shall update the Board regarding Operations staffing levels and efforts being made in this regard.

Background:

NORCOM and other regional PSAPS continue to work hard to overcome staffing challenges.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff recommends that staff receive this brief update and respond or direct staff as they desire.

Staff Comments:

Nothing additional

Options

Risks

Finance Committee Review: Yes

The Finance Committee is aware of organizational staffing challenges and the associated impacts on the Operations budget.

Legal Review: No

N/A

Joint Operations Board Review: No

N/A



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 08/12/2022
Subject: Resolution 201 - 2023 Fee Approval / 2023 Budget Presentation & Decision

Executive Summary:

The NORCOM Interlocal Agreement requires the Governing Board to approve 2023 fees no later than August 31, 2022. NORCOM Finance will provide an update on budget development for considerations of fee approvals.

Background:

During the July Governing Board Meeting, updates on the budget development were reported on, including a 10-year projection of cash flows and fee impacts. As a result of this meeting the Board tasked NORCOM with providing clarification on items such as the impact to future fees directly linked to capital projects and equipment.

NORCOM took these requests and updated its financial presentation to incorporate these items. An updated presentation of the 10-year projection has been prepared that demonstrates fee increases by fund.

NORCOM is recommending a fee increase of 7% for 2023.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff recommends the Board approve a 7% fee increase for 2023.

Staff Comments:

The attached Resolution aligns with the staff recommendation of a 7% fee increase, however, should the Board choose a different percentage as outlined in the meeting packet, NORCOM staff has prepared resolutions consistent with all options.

Options

Risks

Finance Committee Review: Yes

Detailed reporting was provided to the Finance Committee Tuesday July 2nd . The Committee did not have a quorum in attendance, however during and subsequent to the meeting, three agency representatives expressed support for the recommended 7% fee increase – Bellevue, Kirkland, and Mercer Island (remaining representatives did not provide input).

Legal Review: No

Joint Operations Board Review: No

Attachments

Budget Presentation for Fee Approvals

2023 Budget Outline Narrative

Resolution 201 - 2023 Fees

Budget Presentation for Fee Approvals

August 12, 2022

- Budget Drivers by Fund
- Projections with Fund-directed fee increases
- Resolution #201 - 2023 Fee Approval

10 year- Cost to Keep NORCOM running only

- All operating costs including: Personnel, Leases, Software Annual Maintenance, utilities, etc.
- Plus, non-annual project costs. Not connected with capital projects. Examples include: Tyler upgrades, consulting

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Total Operating Costs- projected adjustments (millions)	\$14.8	\$15.6	\$16.4	\$16.9	\$17.5	\$18.0	\$18.5	\$19.1	\$19.7	\$20.3
Increase from Prior Year Operating Expenses	7.5%	5.7%	5.0%	2.8%	3.5%	3.1%	2.6%	3.3%	3.1%	3.1%

- Increases are not a 1:1 relationship to NORCOM Agency Fee increases
- Due to personnel & PSERN- projected expenses increase at a slightly higher rate than normal, but eventually will stabilize to more normal rates of increase

2023 Budget- Capital Projects:

2023 plans for only 2 major projects

• Alpha Numeric Paging- \$600,000

• Console Replacement- \$ 611,000

	Capital Project Fund Costs									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Facility / Workspace Updates	\$ 152,753	\$ 458,258	\$ -	\$ 16,667	\$ 33,333	\$ -	\$ -	\$ -	\$ -	\$ -
Console Replacement (ROM)	\$ 611,011	\$ 611,011								
Admin Workplace Reconfiguration				\$ 16,667	\$ 33,333					
COOP Project	\$ -	\$ 105,400	\$ 110,800	\$ 55,400	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -
Hardware Upgrade		\$ 50,000								
Back Up/Recovery System		\$ 55,400	\$ 110,800	\$ 55,400						
Remote Call Taking / Dispatching						\$ 75,000	\$ 75,000			
911 Operations	\$ -	\$ -	\$ 125,000	\$ 125,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ -	\$ -	\$ -
Call Taking / Dispatching Guides			\$ 75,000	\$ 75,000						
Mental Health Responses (consultant)			\$ 50,000	\$ 50,000						
Receive/Share Incoming Digital Data					\$ 100,000	\$ 200,000	\$ 100,000			
911 Systems	\$ 655,050	\$ 28,800	\$ -	\$ 46,875	\$ 78,125	\$ 20,000	\$ 70,000	\$ 100,000	\$ 50,000	\$ -
Crew Force		\$ 28,800								
AlphaNumeric Paging	\$ 600,000									
CAD Server Expansion and Upgrades	\$ 55,050									
Enterprise RMS				\$ 46,875	\$ 78,125					
CAD System Funtionality							\$ 50,000	\$ 100,000	\$ 50,000	
Recording System Updates						\$ 20,000	\$ 20,000			
Long Term Project Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 200,000	\$ 50,000
Project 1								\$ 100,000	\$ 100,000	
Project 2								\$ 50,000	\$ 100,000	\$ 50,000
Total Expenses	\$ 807,803	\$ 592,458	\$ 235,800	\$ 243,942	\$ 211,458	\$ 295,000	\$ 245,000	\$ 250,000	\$ 250,000	\$ 50,000

ER&R – 10-Year Expense Schedule

Equipment Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Workstations	15,000	15,000	15,500	15,500	16,250	16,250	16,750	16,750	17,000	17,000
Locution Computers	10,000	10,250	10,250	10,500	10,500	10,750	10,750	10,750	10,750	10,750
Radio Site Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Cell Phones	600	600	675	675	725	725	750	750	800	800
Tyler Desktop Replacements				80,000					80,000	
Network Total	60,900	75,000	10,200	28,585	226,468	55,302	13,146	77,316	170,284	22,650
Routers Totals	-	12,000	-	-	-	18,033	-	12,500	-	-
Server Totals	40,000	-	34,438	114,905	115,500	46,155	-	74,438	-	12,000
Switch Totals		2,500	-	2,500	142,000	2,500	-	2,500	-	2,500
Radio Totals								51,000		
Total	131,500	120,350	76,063	257,665	516,443	154,715	46,396	251,004	283,834	70,700

** Due to Single CAD project success- schedule has been updated for equipment replacement with only one CAD system

NORCOM 10-year Financial Plan

- Detailed level of activities by fund with the impact to fund balance
- Assigns a portion of fee increases to NORCOM's three expense-driven funds
 - Expands beyond NORCOM's traditional presentation- gives an exact factor to which fund expenses impact agency fees.

Option 2- 7% Increase in 2023

	7.0%	6.5%	6.0%	3.5%	4.0%
Overall Fee Increase	7.0%	6.5%	6.0%	3.5%	4.0%
Total Agency Fees	13,461,039	14,336,006	15,196,167	15,728,032	16,357,154
	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Fund Balance					
Operating Fund	-	32	1,812	956	1,156
Operating Fund					
Operating Revenues					
Operating increase for Agency Fees	4.0%	1.5%	3.0%	0.5%	0.5%
Total Operating Revenues	14,854,181	15,668,509	16,466,586	16,972,647	17,507,173
Operating Expenditures					
Total Operating Fund Expenses	14,854,149	15,666,730	16,442,442	16,972,448	17,503,499
Equipment Replacement Reserve Fund					
Equipment & Replacement Reserves					
Equipment increase for Agency Fees	0.0%	0.5%	1.0%	1.5%	2.5%
Agency Fee Distribution	-	67,305	143,360	227,942	393,201
Transfers from Operations	-	-	-	35,000	2,500
Equipment Expenses	131,500	120,350	76,063	257,665	516,443
Net impact to ERR Fund Balance	(131,500)	(53,045)	67,297	5,277	(120,742)
Capital Projects Fund					
Capital Projects Fund					
Capital increase for Agency Fees	3.0%	4.5%	2.0%	1.5%	1.0%
Agency Fee Distribution	377,412	605,747	286,720	227,942	157,280
Transfers from Operations	28,000	-	-	35,000	-
Capital Expenses	807,803	592,458	235,800	243,942	211,458
Net impact to Cap Proj. Fund Balance	(402,391)	13,289	50,920	19,000	(54,178)
Reserve Funds					
Op Ex Reserve- Transfers In	-	-	25,000	-	-
Op. Ex Reserve - Transfer Out	-	-	-	-	-
Rate Stabilization Reserve Transfer In	-	-	-	-	-
Rate Stabilization Reserve Transfer Out	-	(235,000)	-	-	-
Net impact to Reserves Fund Balance	-	(235,000)	25,000	-	-
Overall NORCOM					
Ending Fund Balance					
Operating Fund	32	1,812	956	1,156	4,829
Equipment & Replacement Reserves	119,904	66,859	134,156	139,434	18,692
Capital Project Fund	237	13,526	64,446	83,447	29,269

NORCOM 10-year Financial Plan

- Identified the exact increase to cover the fund's minimum needs
 - Calculated the total increase to fees and directly allocated to the fund*
- Should funds be left over in the operating fund, followed historical practice of transferring funds & keep Operating Fund at \$0 Ending Balance
- A review of 4+ years out- demonstrates more consistent, smoothed rates.

	2023	2024	2025	2026	2027
Operating Revenues					
<i>Operating increase for Agency Fees</i>	4.0%	1.5%	3.0%	0.5%	0.5%
Agency Fees for Operations	13,083,626	13,662,954	14,766,086	15,272,147	15,806,673
Total Operating Revenues	14,854,181	15,668,509	16,466,586	16,972,647	17,507,173
Operating Expenditures					
Operating Expenditures	14,826,149	15,666,730	16,442,442	16,902,448	17,500,999
Transfer to ERR		-	-	35,000	2,500
Transfer to Capital	28,000	-		35,000	-
Transfer to Reserves			25,000		
Total Operating Fund Expenses	14,854,149	15,666,730	16,467,442	16,972,448	17,503,499
Equipment & Replacement Reserves					
<i>Equipment increase for Agency Fees</i>	0.0%	0.5%	1.0%	1.5%	2.5%
Agency Fee Distribution	-	67,305	143,360	227,942	393,201
Transfers from Operations	-	-	-	35,000	2,500
Equipment Expenses	131,500	120,350	76,063	257,665	516,443
Net impact to ERR Fund Balance	(131,500)	(53,045)	67,297	5,277	(120,742)
Capital Projects Fund					
<i>Capital increase for Agency Fees</i>	3.0%	4.5%	2.0%	1.5%	1.0%
Agency Fee Distribution	377,412	605,747	286,720	227,942	157,280
Transfers from Operations	28,000	-	-	35,000	-
Capital Expenses	807,803	592,458	235,800	243,942	211,458
Net impact to Cap Proj. Fund Balance	(402,391)	13,289	50,920	19,000	(54,178)

Other Matters – July Meeting Follow-up Items

- “Pre-payment” of Capital Projects/Equipment
 - NORCOM Management recommends NO "pre-payments"
 - Agency’s proportion of fees change every year due to Calls for Service changes- may add complexities when NORCOM draws on these funds
 - Funding source of these payments may pass undesirable complexities to NORCOM
 - Finance Committee agreed with NORCOM
- Build fee increases specifically for reserves?
 - NORCOM Management does not think it is currently reasonable to add increases specifically for reserves
 - Did not build this assumption in the 10-year plan
 - Finance Committee agreed with NORCOM- open to incorporating this idea in 2-3 years when projections of increases appear more stable

2023 Fee Recommendation

- NORCOM Management is recommending an approval of fee increase of 7% in 2023
 - Projections show long term stability in future rates
 - Any rate smaller than 7% results in either higher increases in future years OR utilizing reserves to levels leaving NORCOM with fund balance below recommended levels

Finance Committee expressed support for the 7% increase option

2023 Agency Fees- 7%

2023 Budget Functional Distribution by Agency

Personnel Expenditures	11,715,384
Operational Expenditures	3,110,765
Total Operating Expenses	14,826,149
Plus:	
Capital Approved Transfer- 3%	377,400
ERR Approved transfer %	-
Operating Fund Transfers Out	28,000
Minus:	
Prior Year Fund Balance	-
Miscellaneous Revenues	300,500
E-911 Revenue Transfer In	1,470,055
Reserves Transfer In	-
Distribution to Agencies	13,460,994

2023 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2022 Total	2023 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,323,969	781,765		1,861,498	3,795,492	3,967,232	171,739	4.5%
Clyde Hill Police	36,293	5,716		51,028	96,100	93,036	(3,064)	-3.2%
Kirkland Police	955,622	435,337		1,343,603	2,534,878	2,734,562	199,683	7.9%
Medina Police	32,779	2,699		46,088	65,533	81,566	16,034	24.5%
Mercer Island Police	212,831	48,265		299,240	542,419	560,336	17,917	3.3%
Normandy Park Police	43,859	28,895		61,666	135,053	134,420	(633)	-0.5%
Total Police	2,605,354	1,302,677	-	3,663,122	7,169,475	7,571,152	401,677	5.6%
Bellevue Fire			995,384	593,016	1,425,466	1,588,400	162,934	11.4%
Bothell Fire			311,807	185,764	460,976	497,571	36,594	7.9%
Duvall Fire			48,691	29,009	73,324	77,700	4,376	6.0%
Eastside Fire and Rescue			518,441	308,869	745,659	827,310	81,651	11.0%
Woodinville Fire			138,217	82,345	204,528	220,561	16,033	7.8%
Fall City Fire			25,999	15,489	34,379	41,488	7,109	20.7%
Kirkland Fire			385,115	229,438	568,596	614,553	45,957	8.1%
Mercer Island Fire			116,621	69,479	180,135	186,100	5,965	3.3%
Northshore Fire			142,769	85,057	212,583	227,825	15,243	7.2%
Redmond Fire			434,944	259,125	652,508	694,070	41,561	6.4%
Shoreline Fire			501,722	298,909	752,966	800,632	47,666	6.3%
Skykomish Fire			14,849	8,846	20,594	23,695	3,101	15.1%
Snoqualmie Pass Fire			16,827	10,025	23,791	26,851	3,060	12.9%
Snoqualmie Fire			39,533	23,552	55,429	63,085	7,656	13.8%
Total Fire	-	-	3,690,918	2,198,924	5,410,935	5,889,842	478,907	8.9%
Agency Total	2,605,354	1,302,677	3,690,918	5,862,046	12,580,410	13,460,994	880,584	7.0%



NORCOM 9-1-1

NORTH EAST KING COUNTY REGIONAL PUBLIC SAFETY COMMUNICATIONS AGENCY

2023 BUDGET PLANNING, AUGUST 12, 2022

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

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Budget Overview

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

Budget Planning

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

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

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

Below are the Agency's budget action dates for the 2023 budget creation.

Date	Action
March 11	Governing Board approves budget policy for the fiscal year 2023
August 12	Governing Board approves 2023 NORCOM Operating Budget
September 9	Participating Agencies advised of budget and user fees
December 9	Governing Board adopts 2023 NORCOM Budget

Budget Objectives

NORCOM strives to provide a financial base sufficient to sustain high-quality emergency communication services to the public and its customers. This base includes maintaining the ability to withstand local and regional economic hardships sustained by our participating agencies. As fiscal conditions and circumstances continually shift and change in response to operating needs, it may not be practical or always desirable to continually achieve these policies. Therefore, these policies are intended to guide, not govern, financial decision making, and may not be fully achieved within any budget period.

Key budget policies that drove the development of the 2023 budget include:

Operating Policies:



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

Revenue Policies:

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

Expenditure Policies:

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

Capital Projects and Equipment Replacement

- NORCOM maintains all its assets at an acceptable level to protect capital investment and minimize future maintenance and replacement costs.
- NORCOM analyses equipment replacement and maintenance need, using a cash flow method. New this year and upon the request of the Finance Committee the Capital Projects and Equipment Repair and Replacement schedules have been extended to a ten-year projection.
- Equipment Replacement is fully funded according to the cash flow schedule to minimize large increases in User Fees from year to year.



Fee Smoothing and Fund Separation

In collaboration with the Finance Committee, NORCOM has established a smoothing mechanism that gives more predictability in rate increases year over year. The development process is deliberative and, while not yet fully implemented, it has driven a shift in this year's budget approach.

The Board had historically addressed the budget with an annual focus. Long-term projects and costly expected expenditures outside the next budget year were not eloquently integrated into the budget planning, and rates could fluctuate wildly.

The smoothing concept identifies anticipated operating revenues, expenditures, equipment replacement and repair (ER&R), and proposed non-capital and capital expenses for the upcoming ten years. The costs to support the Operating, ER&R and Capital Project funds are now differentiated, and through the budget planning process, the Board can set rate increases against each fund.

2023 Staff Recommendation

NORCOM recommends a 7% overall fee increase in 2023. As shown in the Financial Summary below, this increase comprises 4% to cover Operating Expenses and 3% to fund the Capital Projects. The document reflects the impacts should the Governing Board adopt this recommendation. For reference, three options are included in the Appendix – 6%, 7% and 8% increases for 2023.

The Financial Summary is a ten-year planning document, and the annual rate increases presented are used for planning purposes.

Key points in this summary:

- Rate fee increases are estimated at 6.5% in 2024 and 6% in 2025. Subsequent years fluctuate between 3% and 4%.
- At a 7% increase in 2023, NORCOM's overall reserves balances would maintain minimum recommended cash on hand balances to support operational cash flow fluctuations.
- The Operating Expense Reserve fund balance slowly grows to an eventual balance of \$640,751 or 3.2% of operating expenses by 2032.



Financial Summary

NORCOM 10-year Financial Planning Projections

Overall Fee Increase	7.0%	6.5%	6.0%	3.5%	4.0%	3.5%	3.0%	4.0%	3.5%	3.0%
Total Agency Fees	13,461,026	14,336,006	15,196,167	15,728,032	16,357,154	16,929,654	17,437,544	18,135,045	18,769,772	19,332,865
Beginning Fund Balance	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Operating Fund	-	0	1,780	924	1,124	4,797	3,919	643	4,469	1,307
Equipment & Replacement Reserves	251,404	119,904	66,859	134,156	139,434	18,692	27,548	285,097	121,281	18,797
Capital Project Fund	402,628	225	13,514	64,434	83,435	29,257	81,400	75,697	70,072	6,422
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	160,751	185,751	185,751	185,751	265,751	350,751	430,751	520,751
Rate Stabilization Reserve Fund	507,041	507,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041
Operating Fund										
Operating Revenues										
<i>Operating increase for Agency Fees</i>	<i>4.0%</i>	<i>1.5%</i>	<i>3.0%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>0.5%</i>	<i>2.5%</i>	<i>1.5%</i>	<i>1.5%</i>
Agency Fees for Operations	13,083,626	13,662,954	14,766,086	15,272,147	15,806,673	16,438,939	17,014,302	17,873,482	18,407,071	19,051,319
E911 Revenues	1,470,055	1,470,055	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,100,000	1,100,000	1,100,000
KCEMS	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000
IT Billing	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Miscellaneous	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500
Transfers in from Reserves	-	235,000	-	-	-	-	-	-	-	-
Total Operating Revenues	14,854,181	15,666,509	16,466,586	16,972,647	17,507,173	18,139,439	18,714,802	19,273,982	19,807,571	20,451,819
Operating Expenditures										
Operating Expenditures	14,826,181	15,666,730	16,442,442	16,902,448	17,500,999	18,040,318	18,513,078	19,120,156	19,715,733	20,328,511
Transfer to ERR	-	-	-	35,000	2,500	-	50,000	-	-	-
Transfer to Capital	28,000	-	-	35,000	-	20,000	70,000	70,000	5,000	-
Transfer to Reserves	-	-	25,000	-	-	80,000	85,000	80,000	90,000	120,000
Total Operating Fund Expenses	14,854,181	15,666,730	16,442,442	16,972,448	17,503,499	18,140,318	18,718,078	19,270,156	19,810,733	20,448,511
Equipment Replacement Reserve Fund										
Equipment & Replacement Reserves										
<i>Equipment increase for Agency Fees</i>	<i>0.0%</i>	<i>0.5%</i>	<i>1.0%</i>	<i>1.5%</i>	<i>2.5%</i>	<i>1.0%</i>	<i>1.5%</i>	<i>0.5%</i>	<i>1.0%</i>	<i>1.0%</i>
Agency Fee Distribution	-	67,305	143,360	227,942	393,201	163,572	253,945	87,188	181,350	187,698
Transfers from Operations	-	-	-	35,000	2,500	-	50,000	-	-	-
Equipment Expenses	131,500	120,350	76,063	257,665	516,443	154,715	46,396	251,004	283,834	70,700
Net impact to ERR Fund Balance	(131,500)	(53,045)	67,297	5,277	(120,742)	8,857	257,549	(163,816)	(102,484)	116,998
Capital Projects Fund										
Capital Projects Fund										
<i>Capital increase for Agency Fees</i>	<i>3.0%</i>	<i>4.5%</i>	<i>2.0%</i>	<i>1.5%</i>	<i>1.0%</i>	<i>2.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>1.0%</i>	<i>0.5%</i>
Agency Fee Distribution	377,400	605,747	286,720	227,942	157,280	327,143	169,297	174,375	181,350	93,849
Transfers from Operations	28,000	-	-	35,000	-	20,000	70,000	70,000	5,000	-
Capital Expenses	807,803	592,458	235,800	243,942	211,458	295,000	245,000	250,000	250,000	50,000
Net impact to Cap Proj. Fund Balance	(402,403)	13,289	50,920	19,000	(54,178)	52,143	(5,703)	(5,625)	(63,650)	43,849
Reserve Funds										
Op Ex Reserve- Transfers In	-	-	25,000	-	-	80,000	85,000	80,000	90,000	120,000
Op. Ex Reserve - Transfer Out	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer In	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer Out	-	(235,000)	-	-	-	-	-	-	-	-
Net impact to Reserves Fund Balance	-	(235,000)	25,000	-	-	80,000	85,000	80,000	90,000	120,000
Overall NORCOM										
Ending Fund Balance										
Operating Fund	0	1,780	924	1,124	4,797	3,919	643	4,469	1,307	4,615
Equipment & Replacement Reserves	119,904	66,859	134,156	139,434	18,692	27,548	285,097	121,281	18,797	135,795
Capital Project Fund	225	13,514	64,434	83,435	29,257	81,400	75,697	70,072	6,422	50,271
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	185,751	185,751	185,751	265,751	350,751	430,751	520,751	640,751
% of operating expenses (5-10% policy goal)	1.1%	1.0%	1.1%	1.1%	1.1%	1.5%	1.9%	2.3%	2.6%	3.2%
Rate Stabilization Reserve Fund	507,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041
% of operating revenues (policy limit 10%)	3.9%	2.0%	1.8%	1.8%	1.7%	1.7%	1.6%	1.5%	1.5%	1.4%

Note: see Appendix A for Financial Plans prepared with other 2023 rate increases for perspective and Board consideration



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.

Through the functional distribution methodology, 2023 participation fees are:

2023 Budget Functional Distribution by Agency

Personnel Expenditures	11,715,384
Operational Expenditures	3,110,797
Total Operating Expenses	14,826,181
Plus:	
Capital Approved Transfer- 3%	377,400
ERR Approved transfer %	-
Operating Fund Transfers Out	28,000
Minus:	
Prior Year Fund Balance	-
Miscellaneous Revenues	300,500
E-911 Revenue Transfer In	1,470,055
Reserves Transfer In	-
Distribution to Agencies	13,461,026

2023 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2022 Total	2023 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,323,972	781,767		1,861,502	3,795,492	3,967,241	171,749	4.5%
Clyde Hill Police	36,293	5,716		51,028	96,100	93,036	(3,064)	-3.2%
Kirkland Police	955,624	435,338		1,343,606	2,534,878	2,734,568	199,690	7.9%
Medina Police	32,780	2,699		46,088	65,533	81,567	16,034	24.5%
Mercer Island Police	212,832	48,265		299,241	542,419	560,338	17,919	3.3%
Normandy Park Police	43,859	28,896		61,666	135,053	134,421	(632)	-0.5%
Total Police	2,605,360	1,302,680	-	3,663,131	7,169,475	7,571,170	401,695	5.6%
Bellevue Fire			995,386	593,017	1,425,466	1,588,404	162,937	11.4%
Bothell Fire			311,808	185,764	460,976	497,572	36,596	7.9%
Duvall Fire			48,692	29,009	73,324	77,700	4,376	6.0%
Eastside Fire and Rescue			518,442	308,870	745,659	827,312	81,653	11.0%
Woodinville Fire			138,217	82,345	204,528	220,562	16,034	7.8%
Fall City Fire			25,999	15,489	34,379	41,488	7,109	20.7%
Kirkland Fire			385,116	229,439	568,596	614,555	45,959	8.1%
Mercer Island Fire			116,621	69,479	180,135	186,100	5,966	3.3%
Northshore Fire			142,769	85,057	212,583	227,826	15,243	7.2%
Redmond Fire			434,945	259,126	652,508	694,071	41,563	6.4%
Shoreline Fire			501,724	298,910	752,966	800,634	47,668	6.3%
Skykomish Fire			14,849	8,846	20,594	23,695	3,101	15.1%
Snoqualmie Pass Fire			16,827	10,025	23,791	26,851	3,060	12.9%
Snoqualmie Fire			39,533	23,552	55,429	63,086	7,656	13.8%
Total Fire	-	-	3,690,926	2,198,929	5,410,935	5,889,856	478,921	8.9%
Agency Total	2,605,360	1,302,680	3,690,926	5,862,060	12,580,410	13,461,026	880,616	7.0%

Note: see Appendix B for additional participation fees prepared for Board consideration



Transfers

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

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

Operating Fund

Fund Overview and Drivers

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

Significant operating expenditures include personnel costs, facility leases, and technology costs. Key drivers impacting the 2023 budget are:

Personnel

- The contract between NORCOM and the Telecommunicator Guild is effective through December 31, 2025, and established a 3% salary increase for represented employees.
- The contract between NORCOM and the Supervisor Guild is effective through December 31, 2024 and established a 1% salary increase for represented employees.
- Recruiting and retaining qualified and highly skilled employees is a strategic priority. To support increased recruitment efforts the HR budget expenses has grown to cover the costs associated with increased applicants, testing and onboarding costs. Salary rate increases are included in the 2023 budget to ensure NORCOM stays competitive.
- As a member of the Associated Cities of Washington (AWC) Employee Benefit Trust, NORCOM provides employees with medical, dental, and vision insurance plan options. NORCOM pays 100% of employee coverage and 80% of employee dependents. Based on the new rates published by the AWC, NORCOM budgeted a 6% increase in medical plans.

Facility Leases

- NORCOM's lease for its main operating facility located in Bellevue City Hall increases 8.1% in 2023.

Technology

- PSERN is scheduled to go online in 2023. The budget reflects anticipated charges for eight months of year totaling nearly \$340,000.
- Adoption and implementation of a single CAD system has improved long term finances for NORCOM. Through decreased ER&R and software maintenance costs of \$260,000 annually, NORCOM has been able to lessen the new rate charges associated to the PSERN radio project.



Fund Detail

The following is a breakdown of budgeted personnel expenses in 2023:

	2021 Actual	2022 Adopted	2023 Proposed
Salaries & Wages - Regular	\$7,276,286	\$7,850,368	\$8,240,859
Salaries & Wages - Overtime	\$439,290	\$242,405	\$298,876
Medical	\$1,094,738	\$1,169,166	\$1,264,210
HSA Contributions	-	-	\$22,249
Dental	\$93,071	\$98,425	\$104,340
Vision	\$12,327	\$13,080	\$13,604
Long-Term Care	\$5,670	\$6,600	\$6,600
Medicare	\$103,681	\$117,345	\$126,711
MEBT	\$453,791	\$474,832	\$499,131
Life	\$6,723	\$7,128	\$7,133
LTD	\$11,965	\$12,604	\$12,614
PERS	\$878,096	\$881,324	\$921,506
Washington FMLA	\$11,248	\$16,478	\$17,369
Unemployment	\$58,438	\$90,200	\$92,394
Workers Comp	\$16,080	\$35,162	\$43,959
Total Personnel	\$10,461,404	\$11,015,117	\$11,671,555



Operating expenses are budgeted as follows:

	2021	2022	2023
	Actual	Adopted	Proposed
Advertising	1,803	5,000	5,000
Bank Fees	155	250	500
Cellular, Pager & Radio Service	38,686	51,816	35,525
Computer Hardware-Non-Capital	1,806	10,000	7,500
Consumable Goods	6,146	9,950	14,310
Dues & Memberships	11,435	11,685	12,635
Equipment Leases	21,528	18,600	19,865
Facility Lease	678,721	696,951	763,797
Financial Audit	62,154	23,230	23,836
Hosted Services	106,659	166,788	168,388
HR Services	90,276	63,000	99,915
Insurance	77,185	75,000	85,000
Legal Services	340,292	125,000	200,000
Local Travel/Training/ Mileage	2,112	8,300	14,150
Network Service	27,657	29,091	45,549
Office Furniture	567	7,750	8,250
Office Supplies	2,766	8,000	6,400
Operating Supplies	3,365	4,000	4,250
Parking Lease	56,769	61,524	29,200
Payroll Services	21,685	25,000	19,010
Postage	591	750	750
Printing	79	1,100	300
Professional Services	10,849	22,650	28,550
Publications	381	-	-
R&M - Network Equipment	42,170	136,863	397,684
R&M - Office Equipment	612	5,000	2,500
R&M - Software Maintenance	973,223	1,005,692	883,986
Radio Site Lease	9,984	52,177	62,685
Recruitment Supplies	551	2,000	2,000
Small Tools & Minor Equipment	7,065	14,750	10,300
Software/Licensing	54,683	100,261	78,342
Telephone Services	44,520	46,100	33,565
Training/Conf. Registrations/ Travel	4,652	12,050	47,023
Total Operating	\$2,701,127	\$2,800,327	\$3,110,765



Capital Projects Fund

Fund Overview and Drivers

The purpose of the Capital Projects Fund is to track projects typically lasting more than one year. Proposed projects are forecasted by agency leadership based on industry trends, national, state, regional and community focuses, participating agency requests and other driving forces. The Board must approve projects before the commitment of any funds. Project approval can be during annual budget planning or as an independent presentation and approval process.

2023 Project Proposals

- Console Replacement Project

In January of 2022 the Board was briefed on the need to replace the telecommunicator consoles. At this time, the project cost is estimated at \$611K. NORCOM staff is gathering information related to console replacements and will come back to the Board with a full project budget and request formal approval at that time. However, in the interest of smoothing costs ¼ of the total cost estimate is included in the 2023 Capital Project fund. The other portion of the final costs will be incorporated into the 2024 budget process, but we have included a placeholder amount in the proposed project costs workbook.

- Alpha-Numeric Paging System Upgrade

The Board approved NORCOM to work with Sno911 to accomplish a decreased scope of work tied to the paging system. Instead of full replacement of all parts of the system the project now consists of upgrade and installation of equipment at each radio site necessary to keep the system operational for up to ten more years. The project team consists of NORCOM and Sno911 staff. The estimated cost for the project is \$600K. Funding includes a 300K transfer from the Rate Stabilization account in 2022 and the rest of the costs paid in 2023.

- CAD Server Expansion and Upgrade

With the single CAD system, a fully redundant and resilient system must be put into place to limit any downtime. This project supports moving the Tyler system to recently purchased hardware that will be decommissioned because of the single CAD Project. The project is a step closer to full redundancy and improved continuity of operations.



Capital Projects Fund Forecast

The projects listed are included for planning purposes. Each project requires Board approval before any funds are committed. These projects may or may not be brought to the Board in future years.

Project Name	Capital Fund Project Costs									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Facility / Workspace Updates	\$152,753	\$458,258	\$ -	\$ 16,667	\$ 33,333	\$ -	\$ -	\$ -	\$ -	\$ -
Console Replacement (ROM)	\$611,011	\$611,011								
Admin Workplace Reconfiguration				\$ 16,667	\$ 33,333					
COOP Project	\$ -	\$105,400	\$110,800	\$ 55,400	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -
Hardware Upgrade		\$ 50,000								
Back Up/Recovery System		\$ 55,400	\$110,800	\$ 55,400						
Remote Call Taking / Dispatching						\$ 75,000	\$ 75,000			
911 Operations	\$ -	\$ -	\$125,000	\$125,000	\$100,000	\$200,000	\$100,000	\$ -	\$ -	\$ -
Call Taking / Dispatching Guides			\$ 75,000	\$ 75,000						
Mental Health Responses (consultant)			\$ 50,000	\$ 50,000						
Receive/Share Incoming Digital Data					\$100,000	\$200,000	\$100,000			
911 Systems	\$655,050	\$ 28,800	\$ -	\$ 46,875	\$ 78,125	\$ 20,000	\$ 70,000	\$100,000	\$ 50,000	\$ -
Crew Force		\$ 28,800								
AlphaNumeric Paging	\$600,000									
CAD Server Expansion and Upgrades	\$ 55,050									
Enterprise RMS				\$ 46,875	\$ 78,125					
CAD System Functionality							\$ 50,000	\$100,000	\$ 50,000	
Recording System Updates						\$ 20,000	\$ 20,000			
Long Term Project Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$150,000	\$200,000	\$ 50,000
Project 1								\$100,000	\$100,000	
Project 2								\$ 50,000	\$100,000	\$ 50,000
Total Expenses by year	\$ 807,803	\$ 592,458	\$ 235,800	\$ 243,942	\$ 211,458	\$ 295,000	\$ 245,000	\$ 250,000	\$ 250,000	\$ 50,000



Funding

The Capital Projects Fund has historically been funded with transfers of ending balances from other funds or project approvals during the budget process. With the smoothing process participating agencies will be levied a Capital Projects fee.

Equipment Replacement & Reserve Fund

Fund Overview and Drivers

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

2023 Fund Expenses

2023 ER&R Scheduled Costs		
Network Costs	\$	100,900
Radio Sites Maintenance	\$	5,000
Desktops/Laptops/Phones	\$	30,600
	\$	131,500

Projected ER&R Fund Forecast

Equipment Type	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Daily Operating Equipment:										
Workstations	15,000	15,000	15,500	15,500	16,250	16,250	16,750	16,750	17,000	17,000
Locution Computers	10,000	10,250	10,250	10,500	10,500	10,750	10,750	10,750	10,750	10,750
Radio Site Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Cell Phones	600	600	675	675	725	725	750	750	800	800
Tyler Desktop Replacements										
				80,000					80,000	
Network Total	60,900	75,000	10,200	28,585	226,468	55,302	13,146	77,316	170,284	22,650
Routers Totals	-	12,000	-	-	-	18,033	-	12,500	-	-
Server Totals	40,000	-	34,438	114,905	115,500	46,155	-	74,438	-	12,000
Switch Totals		2,500	-	2,500	142,000	2,500	-	2,500	-	2,500
Radio Totals								51,000		
Total Fund Expenses	131,500	120,350	76,063	257,665	516,443	154,715	46,396	251,004	283,834	70,700

Appendix

The following pages show alternative options for rates in 2023 and their impact to the Financial Summary and Fee Distributions.

Option 1- 6% Increase in 2023

Overall Fee Increase	6.0%	7.5%	5.5%	4.0%	5.0%	2.5%	2.0%	4.5%	4.5%	1.5%
Total Agency Fees	13,335,222	14,335,377	15,123,823	15,728,776	16,515,215	16,928,095	17,266,657	18,043,656	18,855,621	19,138,455
Beginning Fund Balance	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Operating Fund	-	5,098	5,215	8,711	6,825	8,745	6,718	6,876	6,876	6,173
Equipment & Replacement Reserves	251,404	119,904	3,554	70,845	80,037	40,457	18,318	156,563	1,892	28,713
Capital Project Fund	402,628	4,323	11,951	11,181	29,097	53,570	66,299	90,580	68,246	48,683
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	160,751	160,751	160,751	160,751	310,751	310,751	310,751	310,751
Rate Stabilization Reserve Fund	507,041	372,041	207,041	207,041	207,041	207,041	207,041	207,041	207,041	207,041
Operating Fund										
Operating Revenues										
Operating increase for Agency Fees	3.5%	3.0%	3.0%	1.0%	0.5%	0.5%	0.5%	3.0%	2.0%	0.5%
Agency Fees for Operations	13,020,724	13,735,292	14,765,439	15,275,061	15,807,420	16,597,791	17,012,735	17,784,657	18,404,530	18,949,899
E911 Revenues	1,470,055	1,470,055	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,100,000	1,100,000	1,100,000
KCEMS	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000
IT Billing	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Miscellaneous	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500
Transfers in from Reserves	135,000	165,000	-	-	-	-	-	-	-	-
Total Operating Revenues	14,926,279	15,670,847	16,465,939	16,975,561	17,507,920	18,298,291	18,713,235	19,185,157	19,805,030	20,350,399
Operating Expenditures										
Operating Expenditures	14,826,181	15,666,730	16,442,442	16,902,448	17,500,999	18,040,318	18,513,078	19,120,156	19,715,733	20,328,511
Transfer to ERR	-	4,000	-	40,000	5,000	50,000	100,000	10,000	40,000	-
Transfer to Capital	95,000	-	20,000	35,000	-	60,000	100,000	55,000	50,000	-
Transfer to Reserves	-	-	-	-	-	150,000	-	-	-	20,000
Total Operating Fund Expenses	14,921,181	15,670,730	16,462,442	16,977,448	17,505,999	18,300,318	18,713,078	19,185,156	19,805,733	20,348,511
Equipment Replacement Reserve Fund										
Equipment & Replacement Reserves										
Equipment increase for Agency Fees	0.0%	0.0%	1.0%	1.5%	3.0%	0.5%	0.5%	0.5%	1.5%	0.5%
Agency Fee Distribution	-	-	143,354	226,857	471,863	82,576	84,640	86,333	270,655	94,278
Transfers from Operations	-	4,000	-	40,000	5,000	50,000	100,000	10,000	40,000	-
Equipment Expenses	131,500	120,350	76,063	257,665	516,443	154,715	46,396	251,004	283,834	70,700
Net impact to ERR Fund Balance	(131,500)	(116,350)	67,291	9,192	(39,580)	(22,139)	138,244	(154,671)	26,821	23,578
Capital Projects Fund										
Capital Projects Fund										
Capital increase for Agency Fees	2.5%	4.5%	1.5%	1.5%	1.5%	1.5%	1.0%	1.0%	1.0%	0.5%
Agency Fee Distribution	314,498	600,086	215,031	226,857	235,932	247,728	169,281	172,667	180,437	94,278
Transfers from Operations	95,000	-	20,000	35,000	-	60,000	100,000	55,000	50,000	-
Capital Expenses	807,803	592,458	235,800	243,942	211,458	295,000	245,000	250,000	250,000	50,000
Net impact to Cap Proj. Fund Balance	(398,305)	7,628	(769)	17,915	24,474	12,728	24,281	(22,333)	(19,563)	44,278
Reserve Funds										
Op Ex Reserve- Transfers In	-	-	-	-	-	150,000	-	-	-	20,000
Op. Ex Reserve - Transfer Out	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer In	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer Out	(135,000)	(165,000)	-	-	-	-	-	-	-	-
Net impact to Reserves Fund Balance	(135,000)	(165,000)	-	-	-	150,000	-	-	-	20,000
Overall NORCOM										
Ending Fund Balance										
Operating Fund	5,098	5,215	8,711	6,825	8,745	6,718	6,876	6,876	6,173	8,061
Equipment & Replacement Reserves	119,904	3,554	70,845	80,037	40,457	18,318	156,563	1,892	28,713	52,291
Capital Project Fund	4,323	11,951	11,181	29,097	53,570	66,299	90,580	68,246	48,683	92,961
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	160,751	160,751	160,751	310,751	310,751	310,751	310,751	330,751
% of operating expenses (5-10% policy goal)	1.1%	1.0%	1.0%	1.0%	0.9%	1.7%	1.7%	1.6%	1.6%	1.6%
Rate Stabilization Reserve Fund	372,041	207,041	207,041	207,041	207,041	207,041	207,041	207,041	207,041	207,041
% of operating revenues (policy limit 10%)	2.9%	1.5%	1.4%	1.4%	1.3%	1.2%	1.2%	1.2%	1.1%	1.1%



Option 2- 7% Increase in 2023

Overall Fee Increase	7.0%	6.5%	6.0%	3.5%	4.0%	3.5%	3.0%	4.0%	3.5%	3.0%
Total Agency Fees	13,461,026	14,336,006	15,196,167	15,728,032	16,357,154	16,929,654	17,437,544	18,135,045	18,769,772	19,332,865
Beginning Fund Balance	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Operating Fund	-	0	1,780	924	1,124	4,797	3,919	643	4,469	1,307
Equipment & Replacement Reserves	251,404	119,904	66,859	134,156	139,434	18,692	27,548	285,097	121,281	18,797
Capital Project Fund	402,628	225	13,514	64,434	83,435	29,257	81,400	75,697	70,072	6,422
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	160,751	185,751	185,751	185,751	265,751	350,751	430,751	520,751
Rate Stabilization Reserve Fund	507,041	507,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041
Operating Fund										
Operating Revenues										
Operating increase for Agency Fees	4.0%	1.5%	3.0%	0.5%	0.5%	0.5%	0.5%	2.5%	1.5%	1.5%
Agency Fees for Operations	13,083,626	13,662,954	14,766,086	15,272,147	15,806,673	16,438,939	17,014,302	17,873,482	18,407,071	19,051,319
E911 Revenues	1,470,055	1,470,055	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,100,000	1,100,000	1,100,000
KCEMS	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000
IT Billing	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Miscellaneous	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500
Transfers in from Reserves	-	235,000	-	-	-	-	-	-	-	-
Total Operating Revenues	14,854,181	15,668,509	16,466,586	16,972,647	17,507,173	18,139,439	18,714,802	19,273,982	19,807,571	20,451,819
Operating Expenditures										
Operating Expenditures	14,826,181	15,666,730	16,442,442	16,902,448	17,500,999	18,040,318	18,513,078	19,120,156	19,715,733	20,328,511
Transfer to ERR	-	-	-	35,000	2,500	-	50,000	-	-	-
Transfer to Capital	28,000	-	-	35,000	-	20,000	70,000	70,000	5,000	-
Transfer to Reserves	-	-	25,000	-	-	80,000	85,000	80,000	90,000	120,000
Total Operating Fund Expenses	14,854,181	15,666,730	16,442,442	16,972,448	17,503,499	18,140,318	18,718,078	19,270,156	19,810,733	20,448,511
Equipment Replacement Reserve Fund										
Equipment & Replacement Reserves										
Equipment increase for Agency Fees	0.0%	0.5%	1.0%	1.5%	2.5%	1.0%	1.5%	0.5%	1.0%	1.0%
Agency Fee Distribution	-	67,305	143,360	227,942	393,201	163,572	253,945	87,188	181,350	187,698
Transfers from Operations	-	-	-	35,000	2,500	-	50,000	-	-	-
Equipment Expenses	131,500	120,350	76,063	257,665	516,443	154,715	46,396	251,004	283,834	70,700
Net impact to ERR Fund Balance	(131,500)	(53,045)	67,297	5,277	(120,742)	8,857	257,549	(163,816)	(102,484)	116,998
Capital Projects Fund										
Capital Projects Fund										
Capital increase for Agency Fees	3.0%	4.5%	2.0%	1.5%	1.0%	2.0%	1.0%	1.0%	1.0%	0.5%
Agency Fee Distribution	377,400	605,747	286,720	227,942	157,280	327,143	169,297	174,375	181,350	93,849
Transfers from Operations	28,000	-	-	35,000	-	20,000	70,000	70,000	5,000	-
Capital Expenses	807,803	592,458	235,800	243,942	211,458	295,000	245,000	250,000	250,000	50,000
Net impact to Cap Proj. Fund Balance	(402,403)	13,289	50,920	19,000	(54,178)	52,143	(5,703)	(5,625)	(63,650)	43,849
Reserve Funds										
Op Ex Reserve- Transfers In	-	-	25,000	-	-	80,000	85,000	80,000	90,000	120,000
Op. Ex Reserve - Transfer Out	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer In	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer Out	-	(235,000)	-	-	-	-	-	-	-	-
Net impact to Reserves Fund Balance	-	(235,000)	25,000	-	-	80,000	85,000	80,000	90,000	120,000
Overall NORCOM										
Ending Fund Balance										
Operating Fund	0	1,780	924	1,124	4,797	3,919	643	4,469	1,307	4,615
Equipment & Replacement Reserves	119,904	66,859	134,156	139,434	18,692	27,548	285,097	121,281	18,797	135,795
Capital Project Fund	225	13,514	64,434	83,435	29,257	81,400	75,697	70,072	6,422	50,271
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	185,751	185,751	185,751	265,751	350,751	430,751	520,751	640,751
% of operating expenses (5-10% policy goal)	1.1%	1.0%	1.1%	1.1%	1.1%	1.5%	1.9%	2.3%	2.6%	3.2%
Rate Stabilization Reserve Fund	507,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041	272,041
% of operating revenues (policy limit 10%)	3.9%	2.0%	1.8%	1.8%	1.7%	1.7%	1.6%	1.5%	1.5%	1.4%



Option 3- 8% Increase in 2023

Overall Fee Increase	8.0%	6.0%	5.5%	3.5%	4.0%	3.0%	3.0%	4.0%	4.0%	2.5%
Total Agency Fees	13,586,830	14,402,053	15,194,166	15,725,962	16,355,001	16,845,651	17,351,020	18,045,061	18,766,863	19,236,035
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Beginning Fund Balance										
Operating Fund	-	0	339	502	3,691	2,784	742	3,043	3,182	3,686
Equipment & Replacement Reserves	251,404	119,904	29,554	97,512	97,759	18,780	82,615	204,675	105,427	2,043
Capital Project Fund	402,628	126,029	9,111	81,352	100,322	6,809	1,134	123,819	47,329	68,005
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	160,751	160,751	160,751	160,751	160,751	160,751	160,751	160,751
Rate Stabilization Reserve Fund	507,041	507,041	507,041	507,041	507,041	507,041	507,041	507,041	507,041	507,041
Operating Fund										
Operating Revenues										
Operating increase for Agency Fees	4.0%	2.50%	2.5%	0.5%	0.5%	0.5%	0.5%	2.5%	1.5%	1.0%
Agency Fees for Operations	13,083,626	13,926,514	14,762,105	15,270,137	15,804,592	16,436,776	16,929,879	17,784,796	18,315,737	18,954,532
E911 Revenues	1,470,055	1,470,055	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,100,000	1,100,000	1,100,000
KCEMS	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000
IT Billing	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Miscellaneous	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500
Transfers in from Reserves	-	-	-	-	-	-	-	-	-	-
Total Operating Revenues	14,854,181	15,697,069	16,462,605	16,970,637	17,505,092	18,137,276	18,630,379	19,185,296	19,716,237	20,355,032
Operating Expenditures										
Operating Expenditures	14,826,181	15,666,730	16,442,442	16,902,448	17,500,999	18,040,318	18,513,078	19,120,156	19,715,733	20,328,511
Transfer to ERR	-	30,000	-	30,000	5,000	55,000	-	65,000	-	-
Transfer to Capital	28,000	-	20,000	35,000	-	44,000	115,000	-	-	-
Transfer to Reserves	-	-	-	-	-	-	-	-	-	25,000
Total Operating Fund Expenses	14,854,181	15,696,730	16,462,442	16,967,448	17,505,999	18,139,318	18,628,078	19,185,156	19,715,733	20,353,511
Equipment Replacement Reserve Fund										
Equipment & Replacement Reserves										
Equipment increase for Agency Fees	0.0%	0.00%	1.0%	1.5%	2.75%	1.00%	1.0%	0.5%	1.0%	1.0%
Agency Fee Distribution	-	-	144,021	227,912	432,464	163,550	168,457	86,755	180,451	187,669
Transfers from Operations	-	30,000	-	30,000	5,000	55,000	-	65,000	-	-
Equipment Expenses	131,500	120,350	76,063	257,665	516,443	154,715	46,396	251,004	283,834	70,700
Net impact to ERR Fund Balance	(131,500)	(90,350)	67,958	247	(78,979)	63,835	122,061	(99,249)	(103,383)	116,969
Capital Projects Fund										
Capital Projects Fund										
Capital increase for Agency Fees	4.0%	3.5%	2.0%	1.5%	0.75%	1.50%	1.5%	1.0%	1.5%	0.5%
Agency Fee Distribution	503,204	475,539	288,041	227,912	117,945	245,325	252,685	173,510	270,676	93,834
Transfers from Operations	28,000	-	20,000	35,000	-	44,000	115,000	-	-	-
Capital Expenses	807,803	592,458	235,800	243,942	211,458	295,000	245,000	250,000	250,000	50,000
Net impact to Cap Proj. Fund Balance	(276,599)	(116,919)	72,241	18,970	(93,513)	(5,675)	122,685	(76,490)	20,676	43,834
Reserve Funds										
Op Ex Reserve- Transfers In	-	-	-	-	-	-	-	-	-	25,000
Op. Ex Reserve - Transfer Out	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer In	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer Out	-	-	-	-	-	-	-	-	-	-
Net impact to Reserves Fund Balance	-	-	-	-	-	-	-	-	-	25,000
Overall NORCOM										
Ending Fund Balance										
Operating Fund	0	339	502	3,691	2,784	742	3,043	3,182	3,686	5,207
Equipment & Replacement Reserves	119,904	29,554	97,512	97,759	18,780	82,615	204,675	105,427	2,043	119,012
Capital Project Fund	126,029	9,111	81,352	100,322	6,809	1,134	123,819	47,329	68,005	111,839
Escrow	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719	85,719
Operating Expense Reserve	160,751	160,751	160,751	160,751	160,751	160,751	160,751	160,751	160,751	185,751
% of operating expenses (5-10% policy goal)	1.1%	1.0%	1.0%	1.0%	0.9%	0.9%	0.9%	0.8%	0.8%	0.9%
Rate Stabilization Reserve Fund	507,041	507,041	507,041	507,041	507,041	507,041	507,041	507,041	507,041	507,041
% of operating revenues (policy limit 10%)	3.9%	3.6%	3.4%	3.3%	3.2%	3.1%	3.0%	2.9%	2.8%	2.7%



Option 1- 6% Increase in 2023**2023 Budget Functional Distribution by Agency**

Personnel Expenditures	11,715,384
Operational Expenditures	3,110,797
Total Operating Expenses	14,826,181
Plus:	
Capital Approved Transfer- 2.5%	314,000
ERR approved transfer %	-
Operating Fund Transfers Out	95,000
Minus:	
Prior Year Fund Balance	-
Miscellaneous Revenues	300,500
E-911 Revenue Transfer	1,470,055
Transfers from Reserves	130,000
Distribution to Agencies	13,334,626

2023 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2022 Total	2023 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,311,540	774,426		1,844,023	3,795,492	3,929,989	134,496	3.5%
Clyde Hill Police	35,952	5,662		50,549	96,100	92,163	(3,937)	-4.1%
Kirkland Police	946,651	431,250		1,330,989	2,534,878	2,708,890	174,012	6.9%
Medina Police	32,472	2,674		45,655	65,533	80,801	15,268	23.3%
Mercer Island Police	210,833	47,812		296,431	542,419	555,076	12,657	2.3%
Normandy Park Police	43,447	28,624		61,087	135,053	133,158	(1,895)	-1.4%
Total Police	2,580,895	1,290,448	-	3,628,733	7,169,475	7,500,076	330,601	4.6%
Bellevue Fire			986,039	587,449	1,425,466	1,573,488	148,022	10.4%
Bothell Fire			308,880	184,020	460,976	492,900	31,923	6.9%
Duvall Fire			48,234	28,736	73,324	76,971	3,646	5.0%
Eastside Fire and Rescue			513,574	305,970	745,659	819,544	73,885	9.9%
Woodinville Fire			136,919	81,572	204,528	218,491	13,963	6.8%
Fall City Fire			25,755	15,344	34,379	41,098	6,720	19.5%
Kirkland Fire			381,500	227,285	568,596	608,784	40,188	7.1%
Mercer Island Fire			115,526	68,827	180,135	184,353	4,218	2.3%
Northshore Fire			141,428	84,258	212,583	225,687	13,104	6.2%
Redmond Fire			430,861	256,693	652,508	687,554	35,046	5.4%
Shoreline Fire			497,012	296,103	752,966	793,116	40,150	5.3%
Skykomish Fire			14,709	8,763	20,594	23,472	2,878	14.0%
Snoqualmie Pass Fire			16,669	9,931	23,791	26,599	2,808	11.8%
Snoqualmie Fire			39,162	23,331	55,429	62,493	7,064	12.7%
Total Fire	-	-	3,656,268	2,178,281	5,410,935	5,834,550	423,615	7.8%
Agency Total	2,580,895	1,290,448	3,656,268	5,807,015	12,580,410	13,334,626	754,216	6.0%



Option 2- 7% Increase in 2023
2023 Budget Functional Distribution by Agency

Personnel Expenditures	11,715,384
Operational Expenditures	3,110,797
Total Operating Expenses	14,826,181
Plus:	
Capital Approved Transfer- 3%	377,400
ERR Approved transfer %	-
Operating Fund Transfers Out	28,000
Minus:	
Prior Year Fund Balance	-
Miscellaneous Revenues	300,500
E-911 Revenue Transfer In	1,470,055
Reserves Transfer In	-
Distribution to Agencies	13,461,026

2023 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2022 Total	2023 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,323,972	781,767		1,861,502	3,795,492	3,967,241	171,749	4.5%
Clyde Hill Police	36,293	5,716		51,028	96,100	93,036	(3,064)	-3.2%
Kirkland Police	955,624	435,338		1,343,606	2,534,878	2,734,568	199,690	7.9%
Medina Police	32,780	2,699		46,088	65,533	81,567	16,034	24.5%
Mercer Island Police	212,832	48,265		299,241	542,419	560,338	17,919	3.3%
Normandy Park Police	43,859	28,896		61,666	135,053	134,421	(632)	-0.5%
Total Police	2,605,360	1,302,680	-	3,663,131	7,169,475	7,571,170	401,695	5.6%
Bellevue Fire			995,386	593,017	1,425,466	1,588,404	162,937	11.4%
Bothell Fire			311,808	185,764	460,976	497,572	36,596	7.9%
Duvall Fire			48,692	29,009	73,324	77,700	4,376	6.0%
Eastside Fire and Rescue			518,442	308,870	745,659	827,312	81,653	11.0%
Woodinville Fire			138,217	82,345	204,528	220,562	16,034	7.8%
Fall City Fire			25,999	15,489	34,379	41,488	7,109	20.7%
Kirkland Fire			385,116	229,439	568,596	614,555	45,959	8.1%
Mercer Island Fire			116,621	69,479	180,135	186,100	5,966	3.3%
Northshore Fire			142,769	85,057	212,583	227,826	15,243	7.2%
Redmond Fire			434,945	259,126	652,508	694,071	41,563	6.4%
Shoreline Fire			501,724	298,910	752,966	800,634	47,668	6.3%
Skykomish Fire			14,849	8,846	20,594	23,695	3,101	15.1%
Snoqualmie Pass Fire			16,827	10,025	23,791	26,851	3,060	12.9%
Snoqualmie Fire			39,533	23,552	55,429	63,086	7,656	13.8%
Total Fire	-	-	3,690,926	2,198,929	5,410,935	5,889,856	478,921	8.9%
Agency Total	2,605,360	1,302,680	3,690,926	5,862,060	12,580,410	13,461,026	880,616	7.0%



Option 3- 8% increase in 2023
2023 Budget Functional Distribution by Agency

Personnel Expenditures	11,715,384
Operational Expenditures	3,110,797
Total Operating Expenses	14,826,181
Plus:	
Capital Approved Transfer- 4%	503,000
ERR Approved transfer %	
Transfers Out	28,000
Minus:	
Prior Year Fund Balance	-
Miscellaneous Revenues	300,500
E-911 Revenue Transfer In	1,470,000
Distribution to Agencies	13,586,681

2023 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2022 Total	2023 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,336,331	789,064		1,878,879	3,795,492	4,004,274	208,782	5.5%
Clyde Hill Police	36,632	5,769		51,504	96,100	93,905	(2,195)	-2.3%
Kirkland Police	964,545	439,402		1,356,148	2,534,878	2,760,095	225,216	8.9%
Medina Police	33,086	2,724		46,518	65,533	82,328	16,795	25.6%
Mercer Island Police	214,818	48,716		302,034	542,419	565,568	23,149	4.3%
Normandy Park Police	44,269	29,165		62,242	135,053	135,675	622	0.5%
Total Police	2,629,680	1,314,840	-	3,697,325	7,169,475	7,641,845	472,370	6.6%
Bellevue Fire			1,004,678	598,553	1,425,466	1,603,231	177,765	12.5%
Bothell Fire			314,718	187,498	460,976	502,217	41,240	8.9%
Duvall Fire			49,146	29,280	73,324	78,426	5,101	7.0%
Eastside Fire and Rescue			523,281	311,753	745,659	835,035	89,376	12.0%
Woodinville Fire			139,507	83,114	204,528	222,621	18,093	8.8%
Fall City Fire			26,241	15,634	34,379	41,875	7,496	21.8%
Kirkland Fire			388,711	231,581	568,596	620,292	51,695	9.1%
Mercer Island Fire			117,710	70,128	180,135	187,838	7,703	4.3%
Northshore Fire			144,102	85,851	212,583	229,953	17,370	8.2%
Redmond Fire			439,006	261,545	652,508	700,550	48,042	7.4%
Shoreline Fire			506,407	301,700	752,966	808,107	55,141	7.3%
Skykomish Fire			14,987	8,929	20,594	23,916	3,322	16.1%
Snoqualmie Pass Fire			16,984	10,118	23,791	27,102	3,311	13.9%
Snoqualmie Fire			39,902	23,772	55,429	63,674	8,245	14.9%
Total Fire	-	-	3,725,380	2,219,456	5,410,935	5,944,836	533,901	9.9%
Agency Total	2,629,680	1,314,840	3,725,380	5,916,780	12,580,410	13,586,681	1,006,271	8.0%



RESOLUTION 201

RESOLUTION OF THE GOVERNING BOARD OF NORCOM APPROVING THE 2023 FEES FOR DISTRIBUTION TO PARTICIPATING AGENCIES

WHEREAS, pursuant to Section 12(c) of the North East King County Regional Public Safety Communications Agency Interlocal Agreement (the Interlocal Agreement), the NORCOM Executive Director is required to present a proposed budget to the NORCOM Governing Board for approval, NORCOM is to advise the Participating Agencies (as defined in the Interlocal Agreement) on the programs and objectives contained in the proposed budget; and

WHEREAS, upon approval by the legislative authorities of each Principal and Subscriber (each as defined in the Interlocal Agreement) of their respective allocation for the NORCOM budget, the Governing Board shall, after public hearing, adopt its final budget for the following year; and

WHEREAS, official adoption of the 2023 NORCOM Budget will occur at the December meeting of the Governing Board;

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

Section 1. 2023 NORCOM Fees The 2023 NORCOM fee schedule, 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 2023 NORCOM Fee Budget. A summary of the 2023 Budget Resources is as follows:

NORCOM Budget	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Total 2023 Resources	\$ 14,851,181	\$ 780,040	\$ 251,404	\$ 160,751	\$ 1,555,774	\$ 507,041	\$ 18,106,191
Transfer Activities	\$ 1,422,055	\$ 28,000	\$ -	\$ -	\$ (1,470,055)	\$ -	\$ -
Budgeted Fund Resources	14,823,181	808,040	251,404	160,751	85,719	507,041	16,636,163

Section 3. Further Authority; Prior Acts. All NORCOM officials, their agents, and representatives are hereby authorized and directed to undertake all action necessary or desirable from time to time to carry out the terms of, and complete the transactions contemplated by, this resolution. NORCOM is authorized to use rate stabilization funds to fund telecommunicator positions beyond 58.5 as well as for costs related to facilities for backup, disaster recovery, and a primary facility. NORCOM is authorized to fill the additional positions and position changes immediately following adoption of this resolution. All acts taken pursuant to the authority of this resolution but prior to its effective date are hereby ratified and confirmed.

Section 4. 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 meeting on this 12th day of August 2022.

Signed in authentication thereof on this 12th day of August 2022.

Chair

Attest

Appendix A

2023 Budget Functional Distribution by Agency

Personnel Expenditures	11,715,384
Operational Expenditures	3,110,765
Total Operating Expenses	14,826,149
Plus:	
Capital Approved Transfer- 3%	377,400
ERR Approved transfer %	-
Operating Fund Transfers Out	28,000
Minus:	
Prior Year Fund Balance	-
Miscellaneous Revenues	300,500
E-911 Revenue Transfer In	1,470,055
Reserves Transfer In	-
Distribution to Agencies	13,460,994

2023 User Fees - Budget Cost	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2022 Total	2023 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,323,969	781,765		1,861,498	3,795,492	3,967,232	171,739	4.5%
Clyde Hill Police	36,293	5,716		51,028	96,100	93,036	(3,064)	-3.2%
Kirkland Police	955,622	435,337		1,343,603	2,534,878	2,734,562	199,683	7.9%
Medina Police	32,779	2,699		46,088	65,533	81,566	16,034	24.5%
Mercer Island Police	212,831	48,265		299,240	542,419	560,336	17,917	3.3%
Normandy Park Police	43,859	28,895		61,666	135,053	134,420	(633)	-0.5%
Total Police	2,605,354	1,302,677	-	3,663,122	7,169,475	7,571,152	401,677	5.6%
Bellevue Fire			995,384	593,016	1,425,466	1,588,400	162,934	11.4%
Bothell Fire			311,807	185,764	460,976	497,571	36,594	7.9%
Duvall Fire			48,691	29,009	73,324	77,700	4,376	6.0%
Eastside Fire and Rescue			518,441	308,869	745,659	827,310	81,651	11.0%
Woodinville Fire			138,217	82,345	204,528	220,561	16,033	7.8%
Fall City Fire			25,999	15,489	34,379	41,488	7,109	20.7%
Kirkland Fire			385,115	229,438	568,596	614,553	45,957	8.1%
Mercer Island Fire			116,621	69,479	180,135	186,100	5,965	3.3%
Northshore Fire			142,769	85,057	212,583	227,825	15,243	7.2%
Redmond Fire			434,944	259,125	652,508	694,070	41,561	6.4%
Shoreline Fire			501,722	298,909	752,966	800,632	47,666	6.3%
Skykomish Fire			14,849	8,846	20,594	23,695	3,101	15.1%
Snoqualmie Pass Fire			16,827	10,025	23,791	26,851	3,060	12.9%
Snoqualmie Fire			39,533	23,552	55,429	63,085	7,656	13.8%
Total Fire	-	-	3,690,918	2,198,924	5,410,935	5,889,842	478,907	8.9%
Agency Total	2,605,354	1,302,677	3,690,918	5,862,046	12,580,410	13,460,994	880,584	7.0%



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 08/12/2022
Subject: August Information Technology and Operations Updates Newsletter

Executive Summary:

The August 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

IT & Operations August Newsletter



Information Technology Updates

From: Katy Myers, DDofA

August 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. Waiting to receive quotes for the work from Motorola. No Change.

Alpha-Numeric Paging

NORCOM meets monthly with Sno911 planning for the replacement project. Work now is focused on finding and reviewing contracts, agreements and other documents implicated by the project. No Change

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

Work is focused on addresses tweaks and issues following the single CAD migration.

Tyler Fire Migration

Completed and stable. Working on punch list items and change requests.

PulsePoint

Live and launched officially on June 1st, 2022. Live and working out of Tyler CAD.

Body-Worn Cameras

Bellevue PD - Pending signatures of IT Services agreement then can schedule work.

Kirkland PD - IT Services agreement being reviewed by the city of Kirkland.

Navigator

- No Change.

Redmond Back-Up Center

Last pieces of desks and monitor racks received and built. On 8/20/2022 NORCOM Operations will activate the 911 back-up center for full operations while fire alarm testing is completed at Bellevue.

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.

"I submitted the request Sunday evening and got a response within 15 minutes -- impressive!!!"

"They fixed my problem and did a good job of explaining how to fix the problem."

Last Month: 30 surveys returned

- Better than expected – 88
- As expected – 26
- Worse than expected – 6

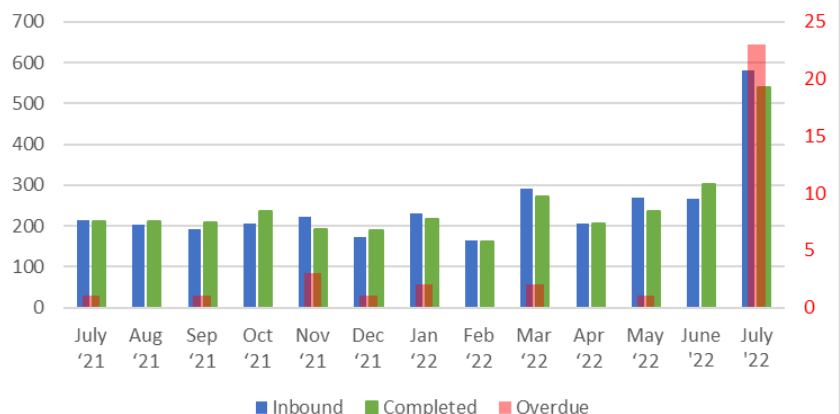
The 6 "worse than expected" responses were tied to 2 tickets. One ticket has been resolved and we have not heard anything back from the requester. The 2nd ticket has to do with RAADAR and the fix is in QA now.

Service Requests

582 Inbound tickets in July
538 Completed tickets

23 overdue tickets in July – 3 are on hold pending response plan investigations.

IT Service Desk





Operations Updates

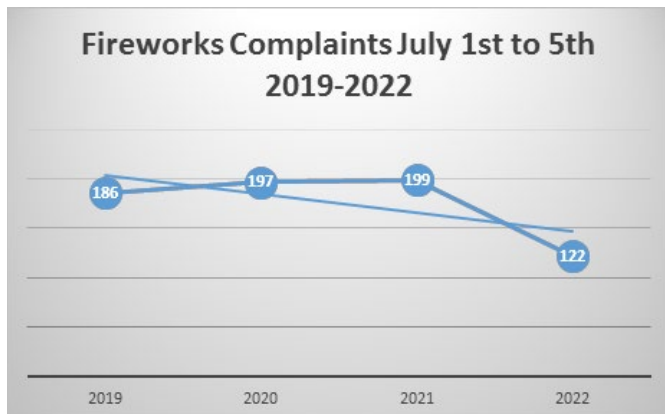
From: Roky Louie, Deputy Director Operations

August 2022

NORCOM Annual Event Planning

In the July newsletter we explained how NORCOM prepares for Events by using the NORCOM Planning Considerations documents. Each year on July 4th we assign multiple added talk groups throughout the day to assist in monitoring events like parades. Call volumes increase across our jurisdictions with the public reporting items like noise complaints in their neighborhoods. In response to the rise in call volume NORCOM proactively increases our staffing by two additional Telecommunicators to ensure coverage for busier hours (1900 to 0300). We also have the option to utilize what we call the “Events Queue” in the event that call volume increases rapidly. This phone transfer option allows NORCOM to route all non-emergency calls related to an event to a single Telecommunicator. This assists in freeing up the 9-1-1 lines for emergency calls. Together with your continued support we prepare for events like July 4th so that we can achieve the best results possible.

Below is additional information in regard to NORCOM’s performance on the Fourth of July.



2022 Notable Fire Response Call Types

2 Dumpster Fires
2 Bark Fires
One Residential House Fire
One Medical Call for Shortness of Breath
2 Working Fires with no Indication of Relation to Fireworks
3 Mutual Aid Requests from Snohomish County for Residential Fires
1 Mutual Aid Requests from Snohomish County for a Brush Fire

2022 Top 5 Hours of Call Volume

Date/Time	All Calls	911 only
7/4 2200	93	50
7/4 2100	85	51
7/4 2000	72	55
7/5 0000	59	36
7/4 1300	56	38

Training

The Training Department has continued to focus on the single CAD migration, providing training on addressing, cross staffing and manual dispatch. We continue to issue continuing education to all Operations personnel through weekly readers and BOOST; recently the refreshers covered fire topics and call receiving descriptions. Currently, we have two Telecommunicators training on call receiving and one each on police and fire radios, with three trainees in the initial academy.