



NORCOM Governing Board
December 8, 2023, 9:00 am

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. Consent Agenda
 - A. Governing Board Meeting Minutes October 13, 2023
 - B. AP Reports October & November
5. For Briefing to Board
 - A. New Agencies Update
 - B. Console Replacement RFP Update
 - C. Human Resource Update
 - D. Light Rail Planning
6. For Board Decision
 - A. Adoption of the 2024 Budget - Resolution 210
7. Newsletter
 - A. December IT & Operations Newsletter / Bi-Monthly Dispatch Newsletter
8. Adjournment

The next Governing Board meeting is scheduled for January 12, 2024.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: Governing Board Meeting Minutes October 13, 2023

Executive Summary:

The October 2023 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:

Nothing Additional

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

Attachments

GB Meeting Minutes



Meeting Minutes
NORCOM Governing Board
October 13, 2023

MEMBERS

Nathan McCommon	City of Bellevue
Kyle Kolling	City of Clyde Hill
Cherie Harris	City of Kirkland
Jeff Sass	City of Medina (Chair)
Jeff Magnan	City of Mercer Island
Dan Yourkoski	City of Normandy Park
Mike Bailey	City of Snoqualmie
Ben Lane	Eastside/Woodinville Fire & Rescue
Adrian Sheppard	Redmond Fire Department
Matt Cowan	Shoreline/Northshore Fire Department

ABSENT

Toni Call	City of Bothell
Wendy Moffat	Duvall Fire District #45
Brian Culp	Fire District #27 (Vice-Chair)
James Knisley	Skykomish Fire District #50
Jay Wiseman	Snoqualmie Pass Fire

NORCOM TREASURER

Michael Olson	City of Kirkland (Board Treasurer)
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GUESTS

Unknown	Resident
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NORCOM STAFF

Bill Hamilton	Executive Director
Roky Louie	Deputy Director of Operations
Katy Myers	Deputy Director Administrative Services
Judy Cayton	Human Resource Manager
Marianne Deppen	Finance Manager
Jeremy Henshaw	Law Enforcement Liaison
Cory James	Fire Liaison
Nathan Way	Applications & Security Architect
Maggie Johanson	Administrative Assistant
Chelsie Barcus	Payroll Accounting Specialist
Ben Webb	Public Records & QA Specialist
Deanna Gregory	Pacifica Law Group



**Meeting Minutes
NORCOM Governing Board
October 13, 2023**

o **Call to Order**

Chief Jeff Sass, Governing Board Chair, called the Governing Board meeting to order at 9:00 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**

Chief Sass 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 September 8, 2023**
- **Accounts Payable Report September**

There was no discussion on any consent agenda items.

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

Motion carried.

o **Board Briefing**

- **NORCOM Update**

Director Hamilton introduced the topic of a NORCOM Update stating that the focus for the past several months has been the critical projects. He stated there are other projects and essential tasks going on in each of NORCOM's departments on top of the critical projects. Today, an overview of Operations, Human Resources, and Information Technology projects will be provided.



**Meeting Minutes
NORCOM Governing Board
October 13, 2023**

Deputy Director Myers provided a projects update, a multiyear calendar for 2023 & 2024, stating that the 2024 calendar does not show a lot of projects due to a significant focus being on the dispatch floor phone systems & console replacement projects.

Deputy Director Louie provided an overview of the Operations department, beginning with stating our fully staffed numbers, call volume, CPR and delivery assist numbers, training, and upcoming projects, including Bothell and Lake Forest Park Onboarding, PSERN, and dispatch console replacement. He also provided an overview of the Fire Liaison and Law Enforcement Liaison's primary duties, meetings, and project work.

Human Resources Manager Cayton discussed the increase in our potential staffing numbers due to Bothell & Lake Forest Park joining NORCOM. The number of Telecommunicators will increase from 62 to 65. She stated that currently, we have 57 Telecommunicators and 2 new Telecommunicators starting in January of 2024 with 8 candidates in the pipeline. An overview of engagement and retention efforts was provided. A few of the activities here at NORCOM include a food drive, adopting a family at Christmas, workplace events, and group outings. Human Resources Manager Cayton stated that communication with employees and stay interviews are being conducted for retention.

o **For Board Decision**

• **Resolution 209 – 2023 Budget Amendment**

Director Hamilton introduced the topic of Resolution 209- Amending the 2023 Budget. Finance Manager Deppen stated NORCOM would be receiving additional revenues not recognized in the adopted budget, due to the services performed for Bothell Police and Lake Forest Park Police. Additionally, the E911 program office would distribute \$50,000 to NORCOM. There would be no need to amend budgeted expenditures with the increased services.

While reviewing the status of Capital Projects, staff have identified two projects in need of additional funding. The proposed budget amendment would transfer some of the revenues collected from Bothell and Lake Forest Park to the Capital Projects fund to provide sufficient resources for project needs.



**Meeting Minutes
NORCOM Governing Board
October 13, 2023**

An overview of capital project spending was provided along with the 2023 Financial Summary – Budget Amendment Table. Finance Manager Deppen stated NORCOM is seeking Board approval to amend the 2023 Budget.

Chief Yourkoski motioned to approve Resolution 209 – Amending the 2023 Budget. Deputy City Manager McCommon seconded the motion.

Motion carried.

- **November Meeting Decision**

NORCOM's November Governing Board Meeting is currently scheduled for Friday, November 10th, which is the day the legal holiday Veterans Day is being observed. NORCOM staff has looked at options for moving the date of the meeting or canceling the meeting. A thorough review of the ILA meeting requirements has been conducted, and a discussion of any critical topics that would need to be presented at this meeting. NORCOM staff is recommending the cancellation of the November Board meeting.

Chief Yourkoski motioned to cancel the November NORCOM Governing Board meeting. Chief Kolling seconded the motion.

Motion carried.

- **Adjournment**

No motion was made to adjourn the meeting.

Chief Sass adjourned the meeting at 9:31.

The next Governing Board meeting is scheduled for December 8, 2023.

Approved by:

Chair

Attest:

Secretary



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: AP Reports October & November

Executive Summary:

Please note that due to the cancelation of the November Governing Board meeting, the Board is asked to review and approve the October and November AP report via consent. These actions are 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

Attachments

October AP Reports
November AP Reports

NORCOM
ACTIVITY SEPTEMBER 30, 2023 THROUGH OCTOBER 31, 2023

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,055,160.12

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 October 31, 2023

	2023 Budget	October Activity	2023 Collected to Date	% collected
Agency Revenue	13,732,539	-	\$ 13,446,793	98%
Agency Reimbursements	164,500	36,004	\$ 249,974	152%
Grants/Intergovernmental/Interest	215,000	2,210	\$ 99,035	46%
Total	14,112,039	38,214	13,795,803	98%

Transfers In	1,470,055	365,000	\$ 1,280,000	87%
Revenues + Transfers	15,582,094	403,214.16	15,075,803	97%

Expenses

	2023 Budget	October Activity	2023 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	8,332,986	\$ 585,756	\$ 6,183,474	74%	2,149,512
Salaries & Wages - Overtime	294,876	\$ 49,907	\$ 446,448	151%	(151,572)
Professional Reimbursements	4,200	\$ 323	\$ 3,392	81%	808
Medical	1,282,959	\$ 96,939	\$ 1,014,895	79%	268,064
Dental	104,339	\$ 7,268	\$ 77,333	74%	27,006
Vision	13,603	\$ 949	\$ 10,126	74%	3,477
Long-Term Care	6,600	\$ 489	\$ 5,110	77%	1,490
Medicare	126,712	\$ 8,540	\$ 89,335	71%	37,377
MEBT	518,878	\$ 38,587	\$ 415,595	80%	103,283
PERS	921,507	\$ 60,334	\$ 662,567	72%	258,940
Washington FMLA	17,370	\$ 1,356	\$ 14,504	84%	2,866
Unemployment	92,394	\$ 2,300	\$ 71,218	77%	21,176
Workers Comp	43,960	\$ 7,597	\$ 22,571	51%	21,389
Total Personnel	11,760,384	860,347	\$ 9,016,568	77%	2,743,816

Advertising	5,000	\$ -	\$ 5,607	112%	(607)
Bank Fees	500	\$ -	\$ -	0%	500
Cellular,Pager & Radio Svcs	35,552	\$ 2,991	\$ 27,353	77%	8,199
Computer Hardware-Non Capital	7,725	\$ -	\$ 7,622	99%	103
Consumable Goods	14,310	\$ 24	\$ 9,588	67%	4,722
Dues & Memberships	12,635	\$ 972	\$ 16,926	134%	(4,291)
Equipment Leases	19,865	\$ 1,845	\$ 18,074	91%	1,791
Facility Lease	804,297	\$ 52,449	\$ 702,557	87%	101,740
Financial Audit	23,836	\$ -	\$ 13,707	58%	10,129
Hosted Services	203,888	\$ 605	\$ 153,479	75%	50,409
HR Services	119,415	\$ 9,831	\$ 52,243	44%	67,172
Insurance	93,500	\$ -	\$ 90,940	97%	2,560
Legal Services	200,000	\$ 2,184	\$ 48,033	24%	151,967
Local Travel/Training/ Mileage	6,122	\$ 244	\$ 1,991	33%	4,131
Network Service	51,599	\$ 2,785	\$ 29,046	56%	22,553
Office Furniture	7,750	\$ -	\$ 6,773	87%	977
Office Supplies	6,400	\$ 58	\$ 3,157	49%	3,243
Operating Supplies	4,250	\$ -	\$ 1,503	35%	2,747
Parking Lease	29,200	\$ 2,023	\$ 25,131	86%	4,069
Payroll Services	19,010	\$ 1,095	\$ 11,671	61%	7,339
Postage	750	\$ -	\$ 283	38%	467
Printing	300	\$ -	\$ 700	233%	(400)
Professional Services	133,550	\$ 704	\$ 43,670	33%	89,880
R&M - Network Equipment	397,684	\$ -	\$ 42,377	11%	355,307
R&M - Office Equipment	2,500	\$ -	\$ -	0%	2,500
R&M - Software Maintenance	897,386	\$ 20,139	\$ 726,539	81%	170,847
Radio Site Lease	81,410	\$ -	\$ 138,933	171%	(57,523)
Recruitment Supplies	2,000	\$ -	\$ 1,250	62%	750
Small Tools & Minor Equipment	11,300	\$ -	\$ 6,084	54%	5,216
Software/Licensing	78,342	\$ 32,888	\$ 44,121	56%	34,221
Telephone Services	33,565	\$ 3,310	\$ 33,800	101%	(235)
Training/Conf Registrations	22,688	\$ -	\$ 3,921	17%	18,767
Training/Conf Registrations/ Travel	34,885	\$ -	\$ 9,629	28%	25,256
Transfers Out	178,000	\$ -	\$ -	0%	178,000
Total Supplies & Services	3,539,214	134,146	\$ 2,276,707	64%	1,262,508
GRAND TOTAL	15,299,598	994,493	\$ 11,293,275	74%	4,006,324

502- Capital Projects

	2023 Budget	October Activity	2023 Spending to Date	% used	Remaining Balance
Alpha Numeric Paging	600,000	\$ -	\$ 10,467	2%	589,533
CAD Server				11%	298,490
Expansion/Radio/Solutions	335,050	\$ -	\$ 36,560		
Console Replacement	152,753	\$ -	\$ -	0%	152,753
	1,087,803	-	47,028	4.3%	1,040,775

503- Equipment Replacement:

	2023 Budget	October Activity	2023 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	30,600	\$ 350	\$ 19,443	64%	11,157
Network Costs	150,900	\$ -	\$ 56,246	37%	94,654
Servers	40,000	\$ -	\$ -	0%	40,000
	221,500	350	75,689	34.2%	145,811

505-E 911 Escrow

Revenues:	2023 Budget	October Activity	Collected to Date	% collected
E-911 Escrow	1,520,055	-	\$ 1,102,560	73%
Investment Interest	-	-	\$ 10,226	
	1,520,055	-	\$ 1,112,786	73%

Expenditures:	2023 Budget	October Activity	2023 Spending to Date	% used	Remaining Balance
Transfers Out	1,470,055	\$ 365,000	\$ 1,280,000	87%	190,055

NORCOM Financial Summary

for Period Ending October 31, 2023

	2023 Amended Budget	Actual	Percent of Budget
501 - Operating Fund			
2022 Beginning Fund Balance			
Agency Revenue	596,326	596,326	97.86%
Other Revenue	13,355,127	\$ 13,069,381	91.97%
Transfers In	379,500	\$ 349,010	87.07%
Revenue Collected	1,470,055	\$ 1,280,000	96.67%
Total Resources	15,204,682	14,698,391	96.67%
502 - Capital Projects Fund			
2022 Beginning Fund Balance			
Personnel Expenditures	11,760,385	\$ 9,016,568	76.67%
Operating Expenditures	3,358,490	\$ 2,276,707	67.79%
Transfers Out	178,000	\$ -	0.00%
Total Expenditures	15,296,875	11,293,275	73.83%
Available Fund Balance			
\$504,133 \$ 4,001,442			
503 - Equipment Replacement Reserve			
2022 Beginning Fund Balance			
Agency Revenue	583,597	\$583,597	100.00%
Investment Interest	377,412	\$377,412	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	178,000	-	0.00%
Revenue Collected	555,412	377,412	67.95%
Total Resources	1,139,009	961,009	84.32%
Expenditures	1,087,803	\$ 47,028	4.32%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,087,803	47,028	4.32%
Available Fund Balance			
\$51,206 \$913,981			
504 - Operating Expense Reserve			
2022 Beginning Fund Balance			
Investment Interest	372,970	\$372,970	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	372,970	372,970	100.00%
Expenditures	221,500	\$ 75,689	34.17%
Transfers Out	-	-	0.00%
Total Expenditures	221,500	75,689	34.17%
Available Fund Balance			
\$151,470 \$297,281			
505 - E-911 Escrow Trust			
2022 Beginning Fund Balance			
Operating Revenue	\$120,523	\$120,523	72.53%
Investment Interest	1,520,055	\$1,102,560	72.53%
Revenue Collected	-	10,226	0.00%
Total Resources	1,520,055	1,112,786	73.21%
Expenditures	1,640,578	1,233,309	75.15%
Transfers Out	-	-	0.00%
Total Expenditures	1,470,055	1,280,000	87.07%
Available Fund Balance			
\$170,523 -\$46,691			
506 - Rate Stabilization Reserve			
2022 Beginning Fund Balance			
Investment Interest	\$507,041	\$507,041	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	507,041	507,041	100.00%
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance			
\$507,041 \$507,041			

Accounts Payable

Checks by Date - Detail by Check Date

User: mryerson
Printed: 11/1/2023 8:42 AM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120	ADP	10/13/2023	
	644002166	Workforce Now Payroll Solution Bundle PPE10012023		466.44
	PPE10012023	Accrued Wages PPE10012023		220,378.90
	PPE10012023	Federal Taxes Payable PPE10012023		34,135.68
	PPE10012023	Accrued Employment Security & WA Cares PPE10012023		2,015.83
	PPE10012023	FMLA Taxes Payable PPE10012023		2,495.80
	PPE10012023	Garnishments Payable PPE10012023		534.00
	PPE10012023	Medicare Payable PPE10012023		8,530.15
Total for this ACH Check for Vendor 120:				268,556.80
ACH	131	HEALTH EQUITY	10/13/2023	
	PPE10012023	HSA Contributions PPE10012023		1,595.35
	sxx3x86	Monthly Fees - October 2023		51.35
Total for this ACH Check for Vendor 131:				1,646.70
ACH	132	WILMINGTON TRUST	10/13/2023	
	PPE10012023	MEBT Contributions PPE10012023		38,186.19
Total for this ACH Check for Vendor 132:				38,186.19
ACH	133	DEPT OF RETIREMENT SYSTEMS	10/13/2023	
	EPP-20231010	September 2023 PERS Contributions		105,444.88
Total for this ACH Check for Vendor 133:				105,444.88
ACH	146	DEPT OF LABOR & INDUSTRIES	10/13/2023	
	Q3	2023 Q3 L&I Taxes		10,425.90
Total for this ACH Check for Vendor 146:				10,425.90
20572	718	ACCESS CORP	10/13/2023	
	10510109	Shredding Services - September		143.70
Total for Check Number 20572:				143.70
20573	364	AT&T	10/13/2023	
	09272023	Phone Equipment ACCT# 58293028		349.99
	09272023	Cellular Services ACCT# 58293028		456.56
Total for Check Number 20573:				806.55
20574	3	AT&T MOBILITY	10/13/2023	
	09282023	Cellular Services ACCT# 287015346980		147.41
Total for Check Number 20574:				147.41
20575	710	BRCK INC	10/13/2023	
	INV014180	Telephone Services ACCT# S00166571		660.28

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for Check Number 20575:				660.28
20576	6	CDW-GOVERNMENT INC	10/13/2023	
	MH10480	Audio Conferencing GCC		422.67
	MH10480	Microsoft Office 365		28,334.24
	MH10480	GOV MS MPSA AZURE ACTIVE DIR PMP2G		131.78
	MH10480	Microsoft Exchange Online		1,043.20
	MH10480	Microsoft Azure Active Directory Premium		2,196.22
	MH10480	Microsoft Visio Pro - Office 365		759.95
Total for Check Number 20576:				32,888.06
20577	28	EPSCA	10/13/2023	
	11293	Monthly Radio Access Fees - October 2023		984.75
Total for Check Number 20577:				984.75
20578	447	FIRST CHOICE COFFEE SERVICES	10/13/2023	
	398601	Ice Machine Rental - September 2023		121.11
Total for Check Number 20578:				121.11
20579	733	SEAN GOEHNER	10/13/2023	
	10022023	Mileage Reimbursement For Support		113.29
Total for Check Number 20579:				113.29
20580	774	HARLOW & FALK LLP	10/13/2023	
	62684	Professional Services - MEBT Trust Secure 2.0		560.00
Total for Check Number 20580:				560.00
20581	675	ICMA-RC VANTAGEPOINT TRANSFER	10/13/2023	
	PPE10012023	ICMA 457 Contributions PPE10012023		6,677.68
Total for Check Number 20581:				6,677.68
20582	669	MARGARET JOHANSON	10/13/2023	
	10112023	Recognition For Bosses Day		23.84
	10112023	Recognition For Bosses Day		46.15
Total for Check Number 20582:				69.99
20583	252	KING COUNTY FINANCE	10/13/2023	
	11013985	KCIT INET Other MISC SVC - September 2023		1,860.00
Total for Check Number 20583:				1,860.00
20584	557	LANGUAGE LINE SERVICES	10/13/2023	
	11109630	Over-The-Phone Interpretaion - September		862.16
Total for Check Number 20584:				862.16
20585	560	LEVRUM INC	10/13/2023	
	2389	Code3 Strategist Software Annual Support 11.1.2		19,775.00
Total for Check Number 20585:				19,775.00
20586	654	MERIT NETWORK INC	10/13/2023	
	282232	RADb Annual Subscription 11.6.23 - 11.5.24		425.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 20586:	425.00
20587	586 2023-10	MEYDENBAUER CENTER Construction Employee Parking - October 2023	10/13/2023	1,950.00
			Total for Check Number 20587:	1,950.00
20588	331 09012023 10032023	ZEB MIDDLETON Mileage Reimbursement For August 2023 Mileage Reimbursement For September 2023	10/13/2023	80.70 40.09
			Total for Check Number 20588:	120.79
20589	728 158436	MULTICARE CENTERS OF OCCUPATIC Pre-employment Physical Exam - 3X	10/13/2023	741.00
			Total for Check Number 20589:	741.00
20590	46 13530	NATIONAL TESTING NETWORK Background Investigation Services - 4X	10/13/2023	4,712.50
			Total for Check Number 20590:	4,712.50
20591	569 OCT2023	NORCOM ASSOCIATED GUILD NAG Dues October 2023	10/13/2023	1,750.26
			Total for Check Number 20591:	1,750.26
20592	52 85990	PACIFICA LAW GROUP Legal Services - General	10/13/2023	1,950.00
			Total for Check Number 20592:	1,950.00
20593	673 OCT2023	PUBLIC SAFETY EMPLOYEES UNION PSEU Dues October 2023	10/13/2023	707.10
			Total for Check Number 20593:	707.10
20594	762 23082	SOUTH SOUND POLYGRAPH, LLC Polygraph Services - 1X	10/13/2023	300.00
			Total for Check Number 20594:	300.00
20595	366 09212023	T MOBILE Cellular Services ACCT# 947208760	10/13/2023	37.40
			Total for Check Number 20595:	37.40
20596	90 10022023	KHAI TRAN Mileage Reimbursement	10/13/2023	9.84
			Total for Check Number 20596:	9.84
20597	692 09262023 09282023	ZIPLY FIBER Telephone Services ACCT# 0215 Telephone Services ACCT# 6115	10/13/2023	604.46 192.20
			Total for Check Number 20597:	796.66
			Total for 10/13/2023:	503,431.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120	ADP	10/20/2023	
	PPE10152023	MedicareTaxes Payable PPE10152023		8,549.73
	PPE10152023	Accrued Employment Security & WA Cares PPE		1,852.97
	PPE10152023	Federal Taxes Payable PPE10152023		34,474.35
	PPE10152023	Accrued Wages Payable PPE10152023		222,639.95
	PPE10152023	Garnishments Payable PPE10152023		534.00
	PPE10152023	FMLA Taxes Payable PPE10152023		2,483.30
Total for this ACH Check for Vendor 120:				270,534.30
ACH	131	HEALTH EQUITY	10/20/2023	
	PPE10152023	HSA Contributions PPE10152023		1,490.95
Total for this ACH Check for Vendor 131:				1,490.95
ACH	132	WILMINGTON TRUST	10/20/2023	
	PPE10152023	MEBT Contributions PPE10152023		39,518.65
Total for this ACH Check for Vendor 132:				39,518.65
ACH	140	RELIANCE STANDARD	10/20/2023	
	NOV23	Life/LTD Insurance Premiums November 2023		1,581.95
Total for this ACH Check for Vendor 140:				1,581.95
ACH	327	ASSOCIATION OF WASHINGTON CITII	10/20/2023	
	NOV23	Dental Premiums Payable November 2023		8,080.60
	NOV23	Medical Premiums Payable November 2023		103,378.18
	NOV23	Vision Premiums Payable November 2023		1,049.92
Total for this ACH Check for Vendor 327:				112,508.70
ACH	67	DEPT OF REVENUE	10/20/2023	
	SEP23	Excise Tax September 2023		506.40
	SEP23	Excise Tax September 2023		196.95
	SEP23	Excise Tax September 2023		196.95
Total for this ACH Check for Vendor 67:				900.30
ACH	778	AMANDA STETZ	10/20/2023	
	PPE10012023	Paycheck PPE10012023		1,117.72
Total for this ACH Check for Vendor 778:				1,117.72
20598	675	ICMA-RC VANTAGEPOINT TRANSFER	10/20/2023	
	PPE10152023	IMCA 457 Contributions PPE10152023		6,209.01
Total for Check Number 20598:				6,209.01
20599	74	UNUM	10/20/2023	
	NOV23	Long Term Care Insurance Premiums November		723.80
Total for Check Number 20599:				723.80
Total for 10/20/2023:				434,585.38
ACH	120	ADP	10/27/2023	
	644461415	ADP Payroll and Workforce Now		186.96
	645072907	Workforce Now Payroll Solution Bundle PPE 10		441.18

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 120:				628.14
ACH	134 NOV23	COLONIAL LIFE Supplemental Insurance Premiums November 2023	10/27/2023	1,279.95
Total for this ACH Check for Vendor 134:				1,279.95
20600	2 1031745	APCO INTERNATIONAL Group Membership Tier 1	10/27/2023	972.00
Total for Check Number 20600:				972.00
20601	8 10102023	CENTURYLINK Telephone Services ACCT# 356B	10/27/2023	867.97
Total for Check Number 20601:				867.97
20602	9 660735462	CENTURYLINK Telephone Services ACCT# 79965571	10/27/2023	122.96
Total for Check Number 20602:				122.96
20603	11 46944 47245	CITY OF BELLEVUE Monthly Rent - October 2023 Check Reissue Monthly Rent - November	10/27/2023	52,449.13 52,449.13
Total for Check Number 20603:				104,898.26
20604	18 INV2719157	COPIERS NORTHWEST Copier Lease September 2023	10/27/2023	40.57
Total for Check Number 20604:				40.57
20605	46 13750	NATIONAL TESTING NETWORK Background Services X2	10/27/2023	2,900.00
Total for Check Number 20605:				2,900.00
20606	741 NOR0923	PACIFIC NORTHWEST GIGAPOP Internet Services September 2023	10/27/2023	500.00
Total for Check Number 20606:				500.00
20607	256 2023-1087 2023-1210	PUBLIC SAFETY TESTING INC Subscription Fees - Q3 PST Candidate Agency Test Site Add-on - 9X	10/27/2023	1,078.00 99.00
Total for Check Number 20607:				1,177.00
20608	630 42861	SITECRAFTING INC Website Hosting On Patheon Platform	10/27/2023	99.00
Total for Check Number 20608:				99.00
20609	779 10202023	JULIE SMITH Reimbursement For Lens Wipes	10/27/2023	11.74
Total for Check Number 20609:				11.74
20610	712 149050	SUMMIT LAW GROUP PLLC Legal Services - General Employment	10/27/2023	234.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for Check Number 20610:				234.00
20611	499 130-139042a	TYLER TECHNOLOGIES PulsePoint Interface Maintenance 10.1.23 - 9.30.	10/27/2023	364.16
Total for Check Number 20611:				364.16
20612	79 9946705242	VERIZON WIRELESS Cellular Services ACCT# 471583790	10/27/2023	1,365.01
Total for Check Number 20612:				1,365.01
20613	88 5027068189	WELLS FARGO FINANCIAL LEASING Copier Lease October	10/27/2023	1,682.98
Total for Check Number 20613:				1,682.98
Total for 10/27/2023:				117,143.74
Report Total (56 checks):				1,055,160.12

NORCOM

ACTIVITY NOVEMBER 1, 2023 THROUGH NOVEMBER 22, 2023

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,011,565.57

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

Michael Olson, Treasurer

Date

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

Governing Board Chair

Date

Governing Board Vice Chair

Date

501- Operating

for Period Ending November 22, 2023

	2023 Budget	November Activity	2023 Collected to Date	% collected
Agency Revenue	13,732,539	273,165	\$ 13,734,159	100%
Agency Reimbursements	164,500	17,832	\$ 267,807	163%
Grants/Intergovernmental/Interest	215,000	260,118	\$ 370,107	172%
Total	14,112,039	551,115	14,372,072	102%

Transfers In	1,470,055	-	\$ 1,280,000	87%
Revenues + Transfers	15,582,094	551,115.32	15,652,072	100%

Expenses

	2023 Budget	November Activity	2023 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	8,332,986	\$ 575,462	\$ 6,759,685	81%	1,573,301
Salaries & Wages - Overtime	294,876	\$ 59,091	\$ 505,539	171%	(210,663)
Professional Reimbursements	4,200	\$ 323	\$ 3,715	88%	485
Medical	1,282,959	\$ 97,067	\$ 1,111,961	87%	170,998
Dental	104,339	\$ 7,343	\$ 84,676	81%	19,663
Vision	13,603	\$ 979	\$ 11,105	82%	2,498
Long-Term Care	6,600	\$ 1,114	\$ 6,224	94%	376
Medicare	126,712	\$ 8,530	\$ 97,865	77%	28,847
MEBT	518,878	\$ 36,717	\$ 452,313	87%	66,565
PERS	921,507	\$ 60,213	\$ 722,780	78%	198,728
Washington FMLA	17,370	\$ 1,349	\$ 15,853	91%	1,517
Unemployment	92,394	\$ 1,697	\$ 72,916	79%	19,478
Workers Comp	43,960	\$ 2,101	\$ 24,672	56%	19,288
Total Personnel	11,760,384	851,985	\$ 9,869,303	84%	1,891,081

Advertising	5,000	\$ 4,976	\$ 10,582	212%	(5,582)
Bank Fees	500	\$ -	\$ -	0%	500
Cellular,Pager & Radio Svcs	35,552	\$ 2,153	\$ 29,507	83%	6,046
Computer Hardware-Non Capital	7,725	\$ -	\$ 7,622	99%	103
Consumable Goods	14,310	\$ 4,951	\$ 14,539	102%	(229)
Dues & Memberships	12,635	\$ 85	\$ 17,011	135%	(4,376)
Equipment Leases	19,865	\$ 121	\$ 18,195	92%	1,670
Facility Lease	804,297	\$ 52,449	\$ 755,006	94%	49,291
Financial Audit	23,836	\$ -	\$ 13,707	58%	10,129
Hosted Services	203,888	\$ 13,170	\$ 166,649	82%	37,239
HR Services	119,415	\$ 6,480	\$ 58,722	49%	60,693
Insurance	93,500	\$ -	\$ 90,940	97%	2,560
Legal Services	200,000	\$ 1,950	\$ 49,983	25%	150,017
Local Travel/Training/ Mileage	6,122	\$ 152	\$ 2,143	35%	3,979
Network Service	51,599	\$ 2,814	\$ 31,860	62%	19,739
Office Furniture	7,750	\$ -	\$ 6,773	87%	977
Office Supplies	6,400	\$ 503	\$ 3,660	57%	2,740
Operating Supplies	4,250	\$ 616	\$ 2,119	50%	2,131
Parking Lease	29,200	\$ 2,147	\$ 27,278	93%	1,922
Payroll Services	19,010	\$ 1,076	\$ 12,748	67%	6,262
Postage	750	\$ -	\$ 283	38%	467
Printing	300	\$ 145	\$ 845	282%	(545)
Professional Services	133,550	\$ (13,966)	\$ 29,703	22%	103,847
R&M - Network Equipment	397,684	\$ -	\$ 42,377	11%	355,307
R&M - Office Equipment	2,500	\$ -	\$ -	0%	2,500
R&M - Software Maintenance	897,386	\$ 29,961	\$ 756,500	84%	140,886
Radio Site Lease	81,410	\$ 594	\$ 139,527	171%	(58,117)
Recruitment Supplies	2,000	\$ 22	\$ 1,272	64%	728
Small Tools & Minor Equipment	11,300	\$ 207	\$ 6,291	56%	5,009
Software/Licensing	78,342	\$ 14,155	\$ 58,276	74%	20,066
Telephone Services	33,565	\$ 2,225	\$ 36,025	107%	(2,460)
Training/Conf Registrations	22,688	\$ 329	\$ 4,250	19%	18,438
Training/Conf Registrations/ Travel	34,885	\$ 2,877	\$ 12,506	36%	22,379
Transfers Out	178,000	\$ -	\$ -	0%	178,000
Total Supplies & Services	3,539,214	130,193	\$ 2,406,899	68%	1,132,315
GRAND TOTAL	15,299,598	982,178	\$ 12,276,202	80%	3,023,396

502- Capital Projects

	2023 Budget	November Activity	2023 Spending to Date	% used	Remaining Balance
Alpha Numeric Paging	600,000	\$ -	\$ 10,467	2%	589,533
CAD Server				12%	296,417
Expansion/Radio/Solutions	335,050	\$ 2,073	\$ 38,633		
Console Replacement	152,753	\$ -	\$ -	0%	152,753
	1,087,803	2,073	49,101	4.5%	1,038,702

503- Equipment Replacement:

	2023 Budget	November Activity	2023 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	30,600	\$ -	\$ 19,443	64%	11,157
Network Costs	150,900	\$ -	\$ 56,246	37%	94,654
Servers	40,000	\$ -	\$ -	0%	40,000
	221,500	-	75,689	34.2%	145,811

505-E 911 Escrow

Revenues:	2023 Budget	November Activity	Collected to Date	% collected
E-911 Escrow	1,520,055	-	\$ 1,102,560	73%
Investment Interest	-	-	\$ 11,563	
	1,520,055	-	\$ 1,114,123	73%

Expenditures:	2023 Budget	November Activity	2023 Spending to Date	% used	Remaining Balance
Transfers Out	1,470,055	\$ -	\$ 1,280,000	87%	190,055

NORCOM Financial Summary
for Period Ending November 22, 2023

	2023 Amended Budget	Actual	Percent of Budget
501 - Operating Fund			
2022 Beginning Fund Balance			
Agency Revenue	596,326	596,326	
Other Revenue	13,355,127	\$ 13,356,747	100.01%
Transfers In	379,500	\$ 637,913	168.09%
	1,470,055	\$ 1,280,000	87.07%
Revenue Collected	15,204,682	15,274,660	100.46%
Total Resources	15,801,008	15,870,986	
Personnel Expenditures	11,760,385	\$ 9,869,303	83.92%
Operating Expenditures	3,358,490	\$ 2,406,899	71.67%
Transfers Out	178,000	\$ -	0.00%
Total Expenditures	15,296,875	12,276,202	80.25%
Available Fund Balance			
502 - Capital Projects Fund			
2022 Beginning Fund Balance			
Agency Revenue	583,597	\$583,597	
Investment Interest	377,412	\$377,412	100.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	178,000	-	0.00%
Revenue Collected	555,412	377,412	67.95%
Total Resources	1,139,009	961,009	
Expenditures	1,087,803	\$ 49,101	4.51%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,087,803	49,101	4.51%
Available Fund Balance			
503 - Equipment Replacement Reserve			
2022 Beginning Fund Balance			
Investment Interest	372,970	\$372,970	
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	372,970	372,970	
Expenditures	221,500	\$ 75,689	34.17%
Transfers Out	-	-	0.00%
Total Expenditures	221,500	75,689	34.17%
Available Fund Balance			
504 - Operating Expense Reserve			
2022 Beginning Fund Balance			
Investment Interest	\$ 160,751	\$160,751	
Other Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	160,751	160,751	
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance			
505 - E-911 Escrow Trust			
2022 Beginning Fund Balance			
Operating Revenue	\$120,523	\$120,523	
Investment Interest	1,520,055	\$1,102,560	72.53%
	-	11,563	0.00%
Revenue Collected	1,520,055	1,114,123	73.29%
Total Resources	1,640,578	1,234,646	
Expenditures	-	-	0.00%
Transfers Out	1,470,055	1,280,000	87.07%
Total Expenditures	1,470,055	1,280,000	87.07%
Available Fund Balance			
506 - Rate Stabilization Reserve			
2022 Beginning Fund Balance			
Investment Interest	\$507,041	\$507,041	
Non-Operating Revenue	-	-	0.00%
Transfers In	-	-	0.00%
Revenue Collected	-	-	0.00%
Total Resources	507,041	507,041	
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
Available Fund Balance			

Accounts Payable

Checks by Date - Detail by Check Date

User: mryerson
Printed: 11/22/2023 12:01 PM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120	ADP	11/03/2023	
	PPE10292023	FMLA Taxes Payable PPE10292023		2,420.41
	PPE10292023	Accrued Wages PPE10292023		215,790.22
	PPE10292023	Federal Taxes Payable PPE10292023		33,723.08
	PPE10292023	Garnishments Payable PPE10292023		534.00
	PPE10292023	Accrued Employment Security And WACares PI		1,639.15
	PPE10292023	Medicare Taxes Payable PPE10292023		8,340.99
Total for this ACH Check for Vendor 120:				262,447.85
ACH	131	HEALTH EQUITY	11/03/2023	
	PPE10292023	HSA Contributions PPE10292023		1,490.95
Total for this ACH Check for Vendor 131:				1,490.95
ACH	132	WILMINGTON TRUST	11/03/2023	
	PPE10292023	MEBT Contributions PPE10292023		36,974.39
Total for this ACH Check for Vendor 132:				36,974.39
20614	675	ICMA-RC VANTAGEPOINT TRANSFER	11/03/2023	
	PPE10292023	ICMA 457 Contributions PPE10292023		6,326.64
Total for Check Number 20614:				6,326.64
20615	569	NORCOM ASSOCIATED GUILD	11/03/2023	
	NOV23	NAG Dues November 2023		1,702.00
Total for Check Number 20615:				1,702.00
20616	673	PUBLIC SAFETY EMPLOYEES UNION	11/03/2023	
	NOV23	PSEU Dues November 2023		707.10
Total for Check Number 20616:				707.10
Total for 11/3/2023:				309,648.93
ACH	120	ADP	11/08/2023	
	646062094	Workforce Now Payroll Solution Bundle PPE10		446.44
Total for this ACH Check for Vendor 120:				446.44
ACH	131	HEALTH EQUITY	11/08/2023	
	294TMZZ	Monthly Fees - November		47.40
Total for this ACH Check for Vendor 131:				47.40
20618	777	ABSOLUTE SOFTWARE, INC	11/08/2023	
	I0071659	NetMotion Licence - 230		12,155.04
	I0071659	NetMotion Support		2,000.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for Check Number 20618:				14,155.04
20619	718 10566229	ACCESS CORP Shredding Services	11/08/2023	188.73
Total for Check Number 20619:				188.73
20620	364 10272023	AT&T Cellular Services ACCT# 287291727817	11/08/2023	388.31
Total for Check Number 20620:				388.31
20621	3 10282023	AT&T MOBILITY Cellular Services ACCT# 287015346980	11/08/2023	148.70
Total for Check Number 20621:				148.70
20622	710 INV014952	BRCK INC Telephone Services ACCT# S00166571	11/08/2023	660.28
Total for Check Number 20622:				660.28
20623	324 59168-7	CRISTA MINISTRIES Tower Rental - October 2023	11/08/2023	593.98
Total for Check Number 20623:				593.98
20624	757 3393849	DAILY JOURNAL OF COMMERCE Advertising Printing Fee	11/08/2023	77.00
Total for Check Number 20624:				77.00
20625	28 11322	EPSCA Monthly Radio Access Fees - November 2023	11/08/2023	984.75
Total for Check Number 20625:				984.75
20626	447 400993	FIRST CHOICE COFFEE SERVICES Ice Machine Rental - November 2023	11/08/2023	121.11
Total for Check Number 20626:				121.11
20627	185 12153542	KRONOS Telestaff Enterprice Bundle 12.28.23 - 12.27.202	11/08/2023	11,391.73
Total for Check Number 20627:				11,391.73
20628	505 802365	LEXISNEXIS RISK SOLUTIONS Annual License/Support Fee 10.01.2023 - 9.30.2	11/08/2023	6,876.47
Total for Check Number 20628:				6,876.47
20629	586 2023-11	MEYDENBAUER CENTER November 2023 Construction Employee Parking	11/08/2023	1,950.00
Total for Check Number 20629:				1,950.00
20630	331 11022023	ZEB MIDDLETON Mileage Reimbursement - October	11/08/2023	60.13
Total for Check Number 20630:				60.13

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
20631	690	KATY MYERS	11/08/2023	
	10252023	Reimbursement For Consumable Goods For CAI		118.48
	10252023APCO	Reimbursement For APCO Conference Expense:		1,294.91
Total for Check Number 20631:				1,413.39
20632	52	PACIFICA LAW GROUP	11/08/2023	
	86519	Legal Services - General		1,950.00
Total for Check Number 20632:				1,950.00
20633	377	PST INVESTIGATIONS	11/08/2023	
	PSTI23-323	Background Investigation - 3X		1,715.75
Total for Check Number 20633:				1,715.75
20634	666	RAYMOND POLYGRAPH SERVICES	11/08/2023	
	23-409	Polygraph Exam - 1X		325.00
Total for Check Number 20634:				325.00
20635	776	STEP CG, LLC	11/08/2023	
	S-INV112382	3-YR NetCloud Essentials Plan And Router With		593.88
Total for Check Number 20635:				593.88
20636	366	T MOBILE	11/08/2023	
	10212023	Cellular Serives ACCT# 947208760		37.40
Total for Check Number 20636:				37.40
20637	499	TYLER TECHNOLOGIES	11/08/2023	
	130-141527	Brazos eCitation-PDA Maintenance 12.1.23 - 11		2,495.60
Total for Check Number 20637:				2,495.60
20638	692	ZIPLY FIBER	11/08/2023	
	10262023	Telephone Services ACCT# 0215		604.82
	10282023	Telephone Services ACCT# 6115		92.02
Total for Check Number 20638:				696.84
Total for 11/8/2023:				47,317.93
ACH	120	ADP	11/17/2023	
	PPE11122023	Garnishments Payable PPE11122023		534.00
	PPE11122023	Accrued Employment Security And WACares PF		1,605.47
	PPE11122023	Accrued Wages PPE11122023		227,152.71
	PPE11122023	Medicare Taxes Payable PPE11122023		8,719.19
	PPE11122023	Federal Taxes Payable PPE11122023		36,300.20
	PPE11122023	FMLA Taxes Payable PPE11122023		2,532.61
Total for this ACH Check for Vendor 120:				276,844.18
ACH	131	HEALTH EQUITY	11/17/2023	
	PPE11122023	HSA Contributions PPE11122023		1,490.95
Total for this ACH Check for Vendor 131:				1,490.95
ACH	132	WILMINGTON TRUST	11/17/2023	
	PPE11122023	MEBT Contributions PPE11122023		38,879.90

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 132:				38,879.90
ACH	133 EPP-20231115	DEPT OF RETIREMENT SYSTEMS October 2023 PERS Contributions	11/17/2023	107,840.24
Total for this ACH Check for Vendor 133:				107,840.24
20639	675 PPE11122023	ICMA-RC VANTAGEPOINT TRANSFER ICMA 457 Contributions PPE11122023	11/17/2023	6,288.61
Total for Check Number 20639:				6,288.61
20640	75	US BANK CORPORATE PAYMENT SYS	11/17/2023	
	07222023	August Payment Miscode		0.49
	09182023	FedEx Office - Bothell Boundary Map		68.37
	09182023	Indeed Jobs - Advertising		580.23
	09182023	Indeed Jobs - Advertising		580.23
	09192023	Dollar Tree - Recruitment Supplies		22.02
	09202023	Vista Print - Name Plates		53.42
	09212023	Primo Water Delivery		212.58
	09222023	Indeed Jobs - Advertising		580.23
	09222023	Qdoba - Supervisor Recognition		237.61
	09242023	Amazon - Lamenating Pouches, Phone Case, Vir		50.96
	09242023	Amazon - Lens Wipes And Febreze		45.74
	09272023	Plurarl Sight - Training Registration		329.20
	09272023	WAPRO Employee Registration		25.00
	09292023	Amazon - iPhone Charger		11.00
	09292023	Amazon - Coffee Creamer		29.98
	09292023	Amazon - Binder		23.96
	09292023	Amazon - Hole Punch And WD-40		25.51
	10012023	Indeed Jobs - Advertising		546.10
	10022023	Amazon Web Services		833.65
	10022023	WAPRO Conference Registration		200.00
	10022023	Symbol Arts - Challenge		3,268.31
	10022023	Kudos Board Fee		9.90
	10032023	Amazon - Headphones		195.98
	10042023	Amazon - Photo Paper And Notebooks		69.38
	10042023	Primo Water Delivery		6.79
	10042023	Costco - Lysol, Lens Wipes, And Gloves		53.40
	10042023	Costco - Yearly Membership		60.00
	10062023	Indeed Jobs - Advertising		580.23
	10072023	Amazon - Hand Sanitizer		35.22
	10072023	Primo Water Delivery		269.21
	10092023	Costco - Kleenex		47.36
Total for Check Number 20640:				9,052.06
Total for 11/17/2023:				440,395.94
ACH	120 646540408 647027324	ADP ADP Payroll Services And Workforce Now Workforce Now Payroll Solution Bundle PPE 11	11/22/2023	188.74 441.18
Total for this ACH Check for Vendor 120:				629.92
ACH	133 11202023	DEPT OF RETIREMENT SYSTEMS Correction Report	11/22/2023	4,910.67

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for this ACH Check for Vendor 133:				4,910.67
ACH	134 DEC23	COLONIAL LIFE Supplemental Insurance Premiums December 20	11/22/2023	1,279.95
Total for this ACH Check for Vendor 134:				1,279.95
ACH	140 DEC23	RELIANCE STANDARD L/LTD Premium December 2023	11/22/2023	1,559.47
Total for this ACH Check for Vendor 140:				1,559.47
ACH	327 DEC23 DEC23 DEC23	ASSOCIATION OF WASHINGTON CITIZENS Vision Premiums December 2023 Medical Premiums December 2023 Dental Premiums December 2023	11/22/2023	1,049.92 102,766.80 8,121.94
Total for this ACH Check for Vendor 327:				111,938.66
ACH	67 OCT23 OCT23	DEPT OF REVENUE Excise Tax October 2023 Excise Tax October 2023	11/22/2023	1,997.28 196.95
Total for this ACH Check for Vendor 67:				2,194.23
20641	6 NC58118	CDW-GOVERNMENT INC Google Cloud Services	11/22/2023	11,376.63
Total for Check Number 20641:				11,376.63
20642	8 11102023	CENTURYLINK Telephone Services ACCT# 365B	11/22/2023	868.00
Total for Check Number 20642:				868.00
20643	11 44956 44957 45021 45022 47415	CITY OF BELLEVUE Monthly Parking Spaces - October 2023 Void Re Monthly Parking Spaces - November 2023 Fiber Usage Rental Fee - October 2023 Fiber Usage Rental Fee - November 2023 Monthly Rent - December 2023	11/22/2023	1,834.27 1,834.27 477.00 477.00 52,449.13
Total for Check Number 20643:				57,071.67
20644	773 FL68249	FRONTLINE PUBLIC SAFETY SOLUTIONS Cloud Based Software Annual Fee	11/22/2023	7,200.00
Total for Check Number 20644:				7,200.00
20645	733 11082023	SEAN GOEHNER Mileage Reimbursement For Support	11/22/2023	59.50
Total for Check Number 20645:				59.50
20646	252 11014096	KING COUNTY FINANCE KCIT INET Other MISC SVC - October 2023	11/22/2023	1,860.00
Total for Check Number 20646:				1,860.00
20647	331 07052023	ZEB MIDDLETON Mileage Reimbursement - June 2023	11/22/2023	32.36

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 20647:	32.36
20648	711 2076	PETEK & ASSOCIATES Pre-Employment Psychological Evaluation	11/22/2023	770.00
			Total for Check Number 20648:	770.00
20649	377 PSTI23-323	PST INVESTIGATIONS Background Investigation	11/22/2023	3,657.75
			Total for Check Number 20649:	3,657.75
20650	256 2023-1268	PUBLIC SAFETY TESTING INC PST Candidate Agency Test Site - 1X	11/22/2023	11.00
			Total for Check Number 20650:	11.00
20651	630 43036	SITECRAFTING INC Managed Website Hosting	11/22/2023	99.00
			Total for Check Number 20651:	99.00
20652	499 130-142276	TYLER TECHNOLOGIES New World Source Code Escrow Maintenance	11/22/2023	2,072.66
			Total for Check Number 20652:	2,072.66
20653	74 DEC23	UNUM Long Term Care Payable December 2023	11/22/2023	747.80
			Total for Check Number 20653:	747.80
20654	75	US BANK CORPORATE PAYMENT SYS	11/22/2023	
	10102023	Amazon - Replacement Coffee Maker		356.72
	10132023	SP Levenger - Note Pads		48.94
	10132023	QFC - Water Bottles		5.06
	10132023	Amazon - Air Purifier Filter X3		206.83
	10132023	Indeed Jobs - Job Advertisement		550.63
	10142023	Amazon - Shipping Refund		-3.93
	10142023	Amazon - Shipping Refund		-11.78
	10172023	Amazon - Printer Paper & Batteries		211.10
	10172023	Amazon - Coffee Creamer		25.06
	10182023	Amazon - Coffee		167.52
	10192023	Walmart - Lens Wipes		52.76
	10192023	Costco - Lens Wipes		35.21
	10192023	Costco - Coffee		48.99
	10192023	Costco - Post-It		20.91
	10192023	Costco - Kleenex And Lysol		77.83
	10212023	Primo Water Delivery		175.79
	10212023	Hotel for Conference - X3		1,341.45
	10262023	Qdoba - IT Recognition		235.61
	10272023	Indeed Jobs - Job Advertising		550.64
	10282023	Primo Water Delivery		133.32
	11012023	Primo Water Delivery		6.79
	11012023	Governement Jobs - Job Advertisement		199.00
	11012023	Indeed Jobs - Job Advertisement Fee October 20		51.69
	11012023	Indeed Jobs - Job Application Fee October 2023		204.79
	11022023	Amazon - Dish Soap		23.69
	11022023	Amazon - Refund For Replacement Coffee Maki		-356.72
	11022023	Amazon Web Services		860.82
	11022023	Amazon - Project Planner Notebook		10.16

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	11062023	Thrift Books - 5X		42.01
	11072023	Indeed Jobs - Job Advertisement		551.76
				<hr/>
Total for Check Number 20654:				5,822.65
20655	781	HAILEY WILLIAMS	11/22/2023	
	11172023	Travel Reimbursement - Special Event At Station		40.85
				<hr/>
Total for Check Number 20655:				40.85
				<hr/>
Total for 11/22/2023:				214,202.77
				<hr/>
				<hr/>
Report Total (56 checks):				1,011,565.57
				<hr/>
				<hr/>



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: New Agencies Update

Executive Summary:

On November 1st, 2023 the Bothell Police Department and the Lake Forest Police Department became Principal agencies of NORCOM.

Staff will provide a brief update on the status of this transition.

Background:

With the Governing Board's support, direction, and approval, the Lake Forest Park Police Department and the Bothell Police Department joined NORCOM.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff recommends the board receive this briefing and provide direction as desired.

Staff Comments:

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: Console Replacement RFP Update

Executive Summary:

Staff will provide the Governing Board with a brief update on the 911 console furniture replacement project.

Background:

The console furniture that houses the equipment utilized by the 911 team reached the end of life and is no longer serviceable. The Governing Board previously approved this project and the funding strategy.

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 receive this briefing and provide direction as desired.

Staff Comments:

Nothing Additional

Options

Risks

Finance Committee Review: No

The Finance Committee is aware of this project and the associated funding.

Legal Review: No

Joint Operations Board Review: No



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: Human Resource Update

Executive Summary:

NORCOM staff wishes to present a brief staffing update, a reminder of the collective bargaining agreement expirations and a retention initiative update.

Background:

NORCOM has experienced a recent uptick in attrition, mostly due to employees who have decided to leave the workforce. We have seven confirmed new hires for the January academy. Initial screening of applicants for the new Applications Analyst IT positions is complete, and panel interviews will be held over the next two weeks.

The PSEU Operations Supervisor cba expires at the end of 2024. Negotiations to renew the contract will begin in the spring of next year. The NAG Telecommunicators cba expires at the end of 2025. Negotiations to renew the contract will begin in early 2025.

Executive Director Hamilton will be meeting with every NORCOM employee over the next few months. The purpose of the meetings is to hear from employees about what is going well and what ideas they have for making NORCOM an even better place to work.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

NORCOM Staff Recommendation:

NORCOM Staff recommends the Governing Board receive this briefing and provide direction as desired.

Staff Comments:

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: Light Rail Planning

Executive Summary:

Sound Transit Light Rail is quickly coming to the NORCOM service area and staff are involved in the planning and preparation for the related service-related impacts. Staff will provide the Board with a briefing in this regard.

Background:

N/A

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff recommends the board receive this briefing and provide direction or seek clarification as desired.

Staff Comments:

Options

Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: Adoption of the 2024 Budget - Resolution 210

Executive Summary:

The Board is being asked to adopt the NORCOM 2024 budget. There are several key features of this budget that include:

- Overall, user fees will not increase for Principal Agencies, the addition of two new agencies receiving services allowed for no increases to 2024 fees.
 - \$560,000 will be immediately directed towards the Capital Projects Fund
 - \$111,000 will be immediately directed towards the Equipment Replacement Fund
- Increases to personnel of approximately \$920,600. In 2024, NORCOM will increase Telecommunicators FTE by 3, and IT personnel by 1 FTE.
- Two new significant Capital Projects are budgeted- Console Furniture Replacement and CAD to NICE Audio Recording Project
- A total of \$647,000 will be added to NORCOM's reserve funds

Background:

NORCOM staff and the Finance Committee have worked throughout the year to create this budget, which puts forth the financial framework for continued success in 2024. The Governing Board has provided input and direction for consideration to the Finance Committee and NORCOM Management. On September 8th, the Governing Board approved this budget for submission to its agencies.

Past Board or Other Related Actions:

The NORCOM Governing Board approves the budget for the following year every December.

Policy and Strategic Implications:

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

NORCOM Staff Recommendation:

NORCOM Staff recommends approval to adopt the 2024 budget.

Staff Comments:

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

Options

Risks

Adoption of the budget is required per the ILA. Failure to adopt forces NORCOM to begin operations in 2024 without a financial framework.

Finance Committee Review: Yes

The finance committee has been advised of the 2024 budget recommendation and offered guidance, which have been incorporated.

Legal Review: No**Joint Operations Board Review:** No

Attachments

2024 Budget Adoption

Resolution 210 - Adoption of the 2024 Budget

2024 Budget Document

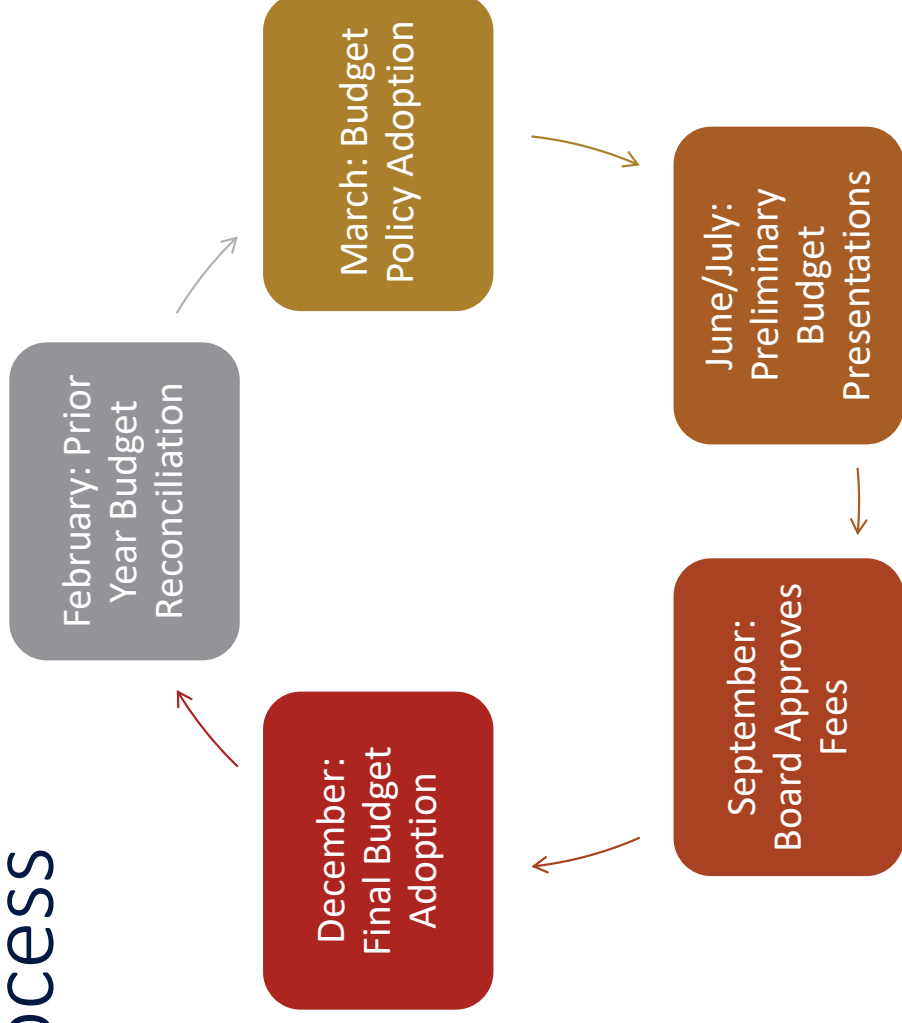
2024 Budget

December 8, 2023



NORCOM 9-1-1

Budget Process



Key Budget Items:

- User fees will not increase.
- Significant changes to operating costs include:
 - Increase FTE by 4- 3 Telecommunicators, 1- IT Personnel. Total personnel increase is \$920,600 (7.9%) in 2024.
 - Operating supplies & services increase by \$340,000 (11.2%)
- Approves funding for two Capital Projects
 - Console Furniture Replacement Project- Funding Phase 2
 - CAD to NICE Audio Logging Interface

Final Budget Decision Item

- \$647,800 funds to transfer in 2024- *Where to keep funds?*
- Finance Committee recommends transferring:
 - \$40,000 to Operating Expense Reserve Fund
 - \$600,000 to Rate Stabilization Reserve

2024 Fund Summary

NORCOM is seeking Board approval to
approve the 2024 Budget

NORCOM Budget 2024 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ 746,633	\$ 51,206	\$ 151,470	\$ 160,751	\$ 170,532	\$ 507,041	\$ 1,787,633
Revenue:							
From Participating Agencies	15,191,028	-	-	-	-	-	\$ 15,191,028
E-911 Revenue		-	-	-	1,500,000	-	\$ 1,500,000
Miscellaneous Revenues	450,000	-	-	-	-	-	\$ 450,000
Total Revenue	15,641,028	-	-	-	1,500,000	-	17,141,028
Total 2024 Resources	\$ 16,387,661	\$ 51,206	\$ 151,470	\$ 160,751	\$ 1,670,532	\$ 507,041	\$ 18,928,661
Expenditures							
Salaries & Wages	9,239,509	-	-	-	-	-	9,239,509
Personnel Benefits	3,689,421	-	-	-	-	-	3,689,421
Operating Services & Supplies	3,400,787	-	-	-	-	-	3,400,787
Equipment Expense			256,775				256,775
Capital Outlays	-	595,000		-	-	-	595,000
Total Expenditures	\$ 16,329,717	\$ 595,000	\$ 256,775	\$ -	\$ -	\$ -	\$ 17,181,492
Transfers:							
Transfers In	1,500,000	560,000	111,130	40,000	-	607,814	2,818,944
Transfer Out:							
To Operating	-	-	-	-	1,500,000	-	1,500,000
To Capital Projects	560,000					-	560,000
To ER & R	111,130	-	-	-		-	111,130
To Reserves	647,814						647,814
Transfers In less Transfers out	\$ 181,056	\$ 560,000	\$ 111,130	\$ 40,000	\$ (1,500,000)	\$ 607,814	\$ -
2024 Ending Fund Balance	\$ 239,000	\$ 16,206	\$ 5,825	\$ 200,751	\$ 170,532	\$ 1,114,855	\$ 1,747,169
Change in Fund Balance	\$ (507,633)	\$ (35,000)	\$ (145,645)	\$ 40,000	\$ -	\$ 607,814	\$ (40,464)



RESOLUTION 210

RESOULTION OF THE GOVERNING BOARD OF NORCOM ADOPTING THE 2024 BUDGET

WHEREAS, the legislative bodies of each Principal and Subscriber have approved their respective allocations for NORCOM's 2024 budget; and

WHEREAS, on September 8, 2023 the Governing Board held a public hearing on NORCOM's 2024 budget;

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

Section 1.2024 NORCOM Budget. The 2024 NORCOM Budget, attached hereto and incorporated as Exhibit A, is approved for distribution to the Participating Agencies as required in the Interlocal Agreement.

Section 2. Summary of 2024 NORCOM Budget. A summary of the 2024 Budget is as follows:

	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
2024 Beginning Fund Balance	746,633	51,206	151,470	160,751	170,532	507,041	1,787,633
Total 2024 Revenues	15,641,028	-	-	-	1,500,000	-	17,141,028
Transfer Activities	181,056	560,000	111,130	40,000	(1,500,000)	607,814	-
Total 2024 Resources	16,568,717	611,206	262,600	200,751	170,532	1,114,855	18,928,661
Total 2024 Expenditures	16,329,717	595,000	256,775	-	-	-	17,181,492
Total Ending Fund Resources	239,000	16,206	5,825	200,751	170,532	1,114,855	1,747,169

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

Passed by a majority vote of the Governing Board in an open public meeting on this 8th of December, 2023.

Signed in authentication thereof on this 8th day of December, 2023.

Chair

Attest

Appendix A.

2024 Budget Fund Summary

NORCOM Budget 2024 Financial Summary									
NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds		
Estimated Beginning Balance	\$ 746,633	\$ 51,206	\$ 151,470	\$ 160,751	\$ 170,532	\$ 507,041	\$ 1,787,633		
Revenue:									
From Participating Agencies	15,191,028	-	-	-	-	-	\$ 15,191,028		
E-911 Revenue	-	-	-	-	1,500,000	-	\$ 1,500,000		
Miscellaneous Revenues	450,000	-	-	-	-	-	\$ 450,000		
Total Revenue	15,641,028	-	-	-	1,500,000	-	17,141,028		
Total 2024 Resources	\$ 16,387,661	\$ 51,206	\$ 151,470	\$ 160,751	\$ 1,670,532	\$ 507,041	\$ 18,928,661		
Expenditures									
Salaries & Wages	9,239,509	-	-	-	-	-	9,239,509		
Personnel Benefits	3,689,421	-	-	-	-	-	3,689,421		
Operating Services & Supplies	3,400,787	-	-	-	-	-	3,400,787		
Equipment Expense	-	-	256,775	-	-	-	256,775		
Capital Outlays	-	595,000	-	-	-	-	595,000		
Total Expenditures	\$ 16,329,717	\$ 595,000	\$ 256,775	\$ -	\$ -	\$ -	\$ 17,181,492		
Transfers:									
Transfers In	1,500,000	560,000	111,130	40,000	-	607,814	2,818,944		
Transfer Out:									
To Operating	-	-	-	-	1,500,000	-	1,500,000		
To Capital Projects	560,000	-	-	-	-	-	560,000		
To ER & R	111,130	-	-	-	-	-	111,130		
To Reserves	647,814	-	-	-	-	-	647,814		
Transfers In less Transfers out	\$ 181,056	\$ 560,000	\$ 111,130	\$ 40,000	\$ (1,500,000)	\$ 607,814	\$ -		
2024 Ending Fund Balance	\$ 239,000	\$ 16,206	\$ 5,825	\$ 200,751	\$ 170,532	\$ 1,114,855	\$ 1,747,169		
Change in Fund Balance	\$ (507,633)	\$ (35,000)	\$ (145,645)	\$ 40,000	\$ -	\$ 607,814	\$ (40,464)		

NORTH EAST KING COUNTY REGIONAL PUBLIC
SAFETY COMMUNICATIONS AGENCY



2024 ADOPTED BUDGET
DECEMBER 8, 2023

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



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Message from the Executive Director

Welcome to the 2024 Budget.

NORCOM continues to be a highly efficient regional business model, which has continued to evolve in an innovative, progressive, and cooperative manner.

The 2024 budget demonstrates an ongoing commitment to financial stability, sound economic policies, fiscal transparency, and enhanced rate predictability. The 2024 budget reflects a zero percent increase in agency rates, made possible by sound business practices and the addition of Lake Forest Park and Bothell Police Department to the NORCOM customer base.

The budget builds upon continued fiscal, technological, and operational stability and improvements. In addition to addressing general funding needs, the 2024 budget also funds the replacement or upgrading of end-of-life internal and external critical infrastructure. This includes the replacement of all dispatch consoles, upgrading the Alpha-Numeric paging system, additional PSERN radio platform costs, and developing a CAD-to-audio recording interface. The budget also provides four full-time employees to help mitigate the additional Bothell and Lake Forest Park call volume and to assist with the growing volume of technology-centric projects and related customer support tasks.

Our success and commitment to fiscal stability and transparency reflect the quality of the individuals who comprise NORCOM.

I am grateful for the collaborative leadership received from the Finance Committee, the Governing Board, and the NORCOM Finance team.

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



Agency Overview

Mission, Vision and Values Statement

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

The **Core Values** include:

- Deliver Excellent Service to the Public.
- Provide a Good Value: effective service while using resources wisely. Be Efficient.
- Customer Service: Provide the best possible service to the public, to agencies, and other public safety service providers. Be Responsive.
- Participatory Governance: We give all participating agencies and agency members a voice in operating decisions of the agency. Work Together.
- Promote Interagency Collaboration and Interoperability: We will be good neighbors. Be Open.
- Consider the future: We will continuously adapt to the needs of the public and customer needs. Be Innovative.

Legal Organization and Governance

The North East King County Regional Public Safety Communications Agency (NORCOM) officially organized on November 7, 2007 as a Washington not-for-profit corporation created by in Interlocal Agreement among the City of Bellevue, City of Bothell, City of Clyde Hill, City of Kirkland, City of Medina, City of Mercer Island, City of Snoqualmie, King County Fire District #45 (Duvall), Eastside Fire and Rescue, King County Fire District #27 (Fall City), Northshore Fire, Shoreline Fire, King and Kittitas Counties Fire District #51 (Snoqualmie Pass Fire and Rescue) and Woodinville Fire and Life, as authorized by the Interlocal Cooperation Act under Chapters 24.06 and 39.34 of the Revised Code of Washington. Starting November 1, 2023 NORCOM the City of Lake Forest Park joined NORCOM as a Principal Agency, and the City of Bothell expanded its service level with NORCOM to include Bothell Police.

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

In 2023, NORCOM is comprised of 8 police agencies and 14 fire agencies. The total population served by these agencies is 781,200 residents, which does not include commuters and visitors to the area every day. The service area is approximately 660 square miles, situated primarily in the northern and eastern portions of King County. NORCOM's northern border stretches into parts of Snohomish County, with services provided by Shoreline and Bothell Fire departments. The most southern portion of NORCOM's service area is the City of Normandy Park, located in the southwest part of King County. The most easterly part of NORCOM's service area stretches into parts of Kittitas County.

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



Principal members of the Governing Board are:

Agency	Principal Member	Title
City of Bellevue	Nathan McCommon	Deputy City Manager
City of Bothell	Toni Call	Deputy City Manager
City of Clyde Hill	Kyle Kolling	Police Chief
Duvall Fire District #45	Wendy Moffat	Interim Fire Chief
Eastside Fire and Rescue	Ben Lane	Fire Chief
Fall City Fire District #27	Brian Culp	Fire Chief
City of Kirkland	Julie Underwood	Deputy City Manager
City of Lake Forest Park	Mike Harden	Police Chief
City of Medina	Jeff Sass	Police Chief
City of Mercer Island	Ed Holmes	Police Chief
City of Normandy Park	Dan Yourkoski	Police Chief
Northshore Fire District	Matt Cowan	Fire Chief
City of Redmond	Adrian Sheppard	Fire Chief
Shoreline Fire Department	Matt Cowan	Fire Chief
Skykomish Fire District #50	James Knisley	Fire Chief
City of Snoqualmie	Mike Bailey	Interim Fire Chief
Snoqualmie Pass Fire District	Jay Wiseman	Fire Chief
Woodinville Fire and Life	Ben Lane	Fire Chief

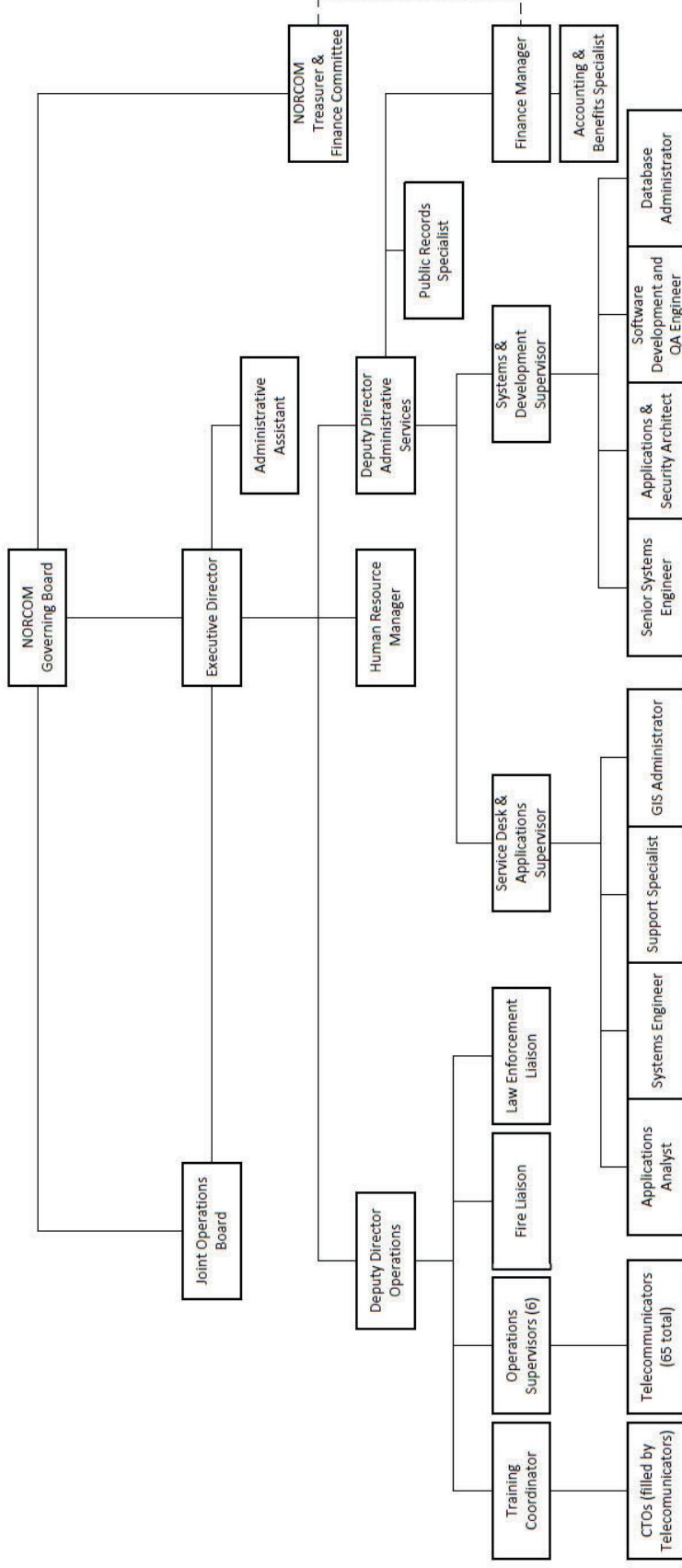
To assist the board with fiscal duties and responsibilities, the Board created a Finance Committee. The finance committee is an advisory committee, comprising of employees of NORCOM's principals and subscribers. Chief Officers or designees of principals and subscribers may appoint an employee to the Committee for participation.



Organization Chart



NORCOM Organizational Chart





Budget Overview

The NORCOM budget process is part of an overall policy framework that guides the services and functions of NORCOM. The budget serves a vital role in that policy framework by allocating financial resources to support the Core Values and Goals set by NORCOM leadership and the Governing Board. NORCOM utilizes an accrual basis of budgeting, identical to its basis of accounting.

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 leadership team has reviewed the proposed budget, it is presented to the Finance Committee for feedback and approval. The Finance Committee is an advisory committee, comprising 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. The general public may provide input during Governing Board meetings under the public comment agenda items. Feedback is incorporated into a final budget document for their approval.

Below are the Agency's budget action dates for the 2024 budget creation.

Date	Action
March 10	Governing Board approves budget policy for the fiscal year 2024
September 8	Governing Board approves 2024 NORCOM Operating Budget
September 8	Participating Agencies advised of budget and user fees
December 8	Governing Board adopts 2024 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 shift and operating needs change, continually achieving these policies may not be practical or always desirable. 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 2024 budget include:



Operating Policies:

- NORCOM defines a balanced budget as current annual revenues (including fund balances) equal to or greater than current annual expenditures.
- The operating budget is NORCOM's comprehensive financial plan which provides for the level of services prescribed by the Participating Agencies, including additional services or new programs as approved in subsequent years. A new budget will be adopted every year as a result of a comprehensive process incorporating any newly approved programs, inflationary increases, and other expenses. NORCOM Leadership will analyze new programs before they are presented to the Governing Board for their analysis and, if approved, incorporated into the budget. No "one-time" expenses will be carried forward into subsequent budgets without specific authority.
- All current operating expenditures will be paid from current revenues and cash carried over from the prior year. Current revenues and operating expenditures will be reviewed monthly during the year.

Amendment/Adjustment Policies:

- All supplemental appropriations for programs requested after the original budget is adopted will only be approved by the Governing Board after consideration of the availability of revenues.

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.
- Expenditures approved by the Governing Board in the annual budget define NORCOM's spending limits for the upcoming year. In addition to legal requirements, NORCOM will maintain an operating philosophy of cost control and responsible financial management.
- 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 needs, using a cash flow method. 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.

Operating Reserves and Contingency:

- Per section 12h of the ILA, each budget year the Governing Board shall set the Operating Expense Reserve at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. NORCOM's goal is to maintain the Operating Expense Reserve at a level equal to 5-10% of the total Operating Budget.
- To determine Operating Expense Reserve funding, the Governing Board defines the Operating Budget as the operating fund expenses less salaries, benefits, and one-time expenses.
- The Rate Stabilization Fund shall not exceed 10% of current Operating Fund Revenues. If it is determined that funds will be used to offset the transition to higher rates or fund one-time expenditures the designated amount shall be applied to the overall budget prior to calculating assessments.
- All expenditures drawn from reserve accounts shall require prior Board approval unless previously authorized for expenditure in the annual budget.

Debt Service:

- NORCOM does not have the power to issue obligations or to incur debt. If capital funding is needed for facilities, technology, or equipment, one or more Principal Agencies may issue debt to provide NORCOM's needs.
To date, not participating agency has issued debt on NORCOM's behalf.

Significant Changes to NORCOM Operations in 2024

In November 2023, NORCOM welcomed two significant changes to its membership makeup. The City of Bothell requested to expand its service contract with NORCOM to include services provided to Bothell Police. NORCOM also welcomed the addition of a new Principal Agency, the City of Lake Forest Park.

This expansion of services for NORCOM required consideration of many items impacting NORCOM's 2024 budget including:

- **Radio capacity-** *would the service expansion require NORCOM to increase its current radio capacity?* If needed, NORCOM would be required to staff an additional radio position (7 FTE for 24/7 operations)
- **Operational Staffing-** in addition to staffing required due to the potential addition of radio positions, NORCOM considered the impact of the increase in call volume on minimum staffing standards and the increased need for call receiver positions.
- **Equipment-** if additional positions and operational staffing are required, does NORCOM have the necessary and appropriate equipment?
- **Software licenses-** NORCOM considered the impact of two additional agencies to its software license agreements to identify whether the purchase of additional licenses would be required for select software.

All items were thoughtfully reported prior to the Governing Board's approval of expanding services and adopting the 2024 budget.



Fee Smoothing, Fund Separation, and Long-Term Planning

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 has driven a shift in this year's budget approach.

The Board 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. As a result, fee 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 may set rate increases against each fund.



Fee Smoothing Projections

Overall Fee Increase	0.0%	3.8%	6.8%	5.9%	3.0%	3.0%	3.3%	3.8%	3.9%	3.8%
Total Agency Fees	15,191,074	15,766,815	15,728,032	16,357,154	16,929,654	17,437,544	18,135,045	18,769,772	19,332,865	19,332,866
Beginning Fund Balance	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Operating Fund	746,633	239,000	128,407	120,571	113,805	116,787	117,643	115,094	114,629	115,677
Equipment & Replacement Reserves	151,470	5,826	17,483	11,233	489	52,699	264,046	170,298	49,371	4,222
Capital Project Fund	51,206	16,206	8,272	20,833	28,281	61,673	150,417	119,673	65,080	217,853
Escrow	170,523	170,523	170,523	170,523	170,523	170,523	170,523	170,523	170,523	170,523
Operating Expense Reserve	160,751	200,751	200,751	200,751	200,751	275,751	300,751	310,751	310,751	310,751
Rate Stabilization Reserve Fund	507,041	1,114,855	1,114,855	999,855	999,855	999,855	999,855	999,855	999,855	999,855
Total NORCOM Fund Beg Balance	1,787,625	1,747,162	1,640,292	1,523,766	1,513,704	1,677,288	2,003,235	1,886,194	1,710,209	1,818,881
Operating Revenues	0.0%	1.0%	2.5%	1.6%	1.0%	1.0%	1.3%	1.8%	1.8%	1.8%
Operating increase for Agency Fees										
Agency Fees for Operations	13,460,994	15,349,061	16,160,986	17,108,382	18,017,585	18,558,112	19,162,170	19,886,552	20,632,219	21,432,877
E911 Revenues	1,500,000	1,450,000	1,415,000	1,415,000	1,415,000	1,400,000	1,200,000	1,200,000	1,200,000	1,100,000
KCEMS	250,000	250,000	250,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
IT Billing	160,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Miscellaneous	1,770,035	45,000	44,500	44,500	44,500	44,500	44,500	44,500	44,500	44,500
Transfers in from Reserves	-	-	115,000	-	-	-	-	-	-	-
Total Operating Revenues	17,141,029	17,244,061	18,135,486	18,942,882	19,852,085	20,377,612	20,781,670	21,506,052	22,251,719	22,952,377
Operating Expenditures										
Operating Expenditures	16,329,717	17,354,654	18,123,322	18,899,648	19,474,103	20,051,757	20,744,218	21,506,517	22,250,672	22,954,440
Transfer to ERR	111,131			50,000	150,000	150,000				-
Transfer to Capital	560,000		20,000		150,000	150,000	30,000			-
Transfer to Reserves	647,814				75,000	25,000	10,000			
Total Operating Fund Expenses	17,648,662	17,354,654	18,143,322	18,949,648	19,849,103	20,376,757	20,784,218	21,506,517	22,250,672	22,954,440
Equipment & Replacement Reserves	0.0%	1.3%	2.8%	3.0%	1.0%	1.0%	1.0%	1.0%	1.1%	1.0%
Equipment increase for Agency Fees										
Agency Fee Distribution	-	189,888	441,471	511,904	178,392	183,744	189,256	195,407	223,051	210,580
Transfers from Operations	111,131	-	-	50,000	150,000	150,000	-	-	-	-
Equipment Expenses	256,775	178,231	447,721	572,649	276,182	122,396	283,004	316,334	268,200	33,856
Net impact to ERR Fund Balance	(145,644)	11,657	(6,250)	(10,745)	52,210	211,348	(93,748)	(120,927)	(45,149)	176,724
Capital Projects Fund	0.0%	1.5%	1.5%	1.3%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Capital increase for Agency Fees										
Agency Fee Distribution	-	227,866	236,502	218,906	178,392	183,744	189,256	195,407	202,774	210,580
Transfers from Operations	560,000	-	20,000	-	150,000	150,000	30,000	-	-	-
Capital Expenses	595,000	235,800	243,942	211,458	295,000	245,000	250,000	250,000	50,000	50,001
Net impact to Cap Proj. Fund Balance	(35,000)	(7,934)	12,560	7,448	33,392	88,744	(30,744)	(54,593)	152,774	160,579
Reserves										
Op Ex Reserve- Transfers In	40,000	-	-	-	75,000	25,000	10,000	-	-	-
Op. Ex Reserve - Transfer Out	-	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer In	607,814	-	-	-	-	-	-	-	-	-
Rate Stabilization Reserve Transfer Out	-	-	(115,000)	-	-	-	-	-	-	-
Net impact to Reserves Fund Balance	647,814	-	(115,000)	-	75,000	25,000	10,000	-	-	-
Ending Fund Balance										
Operating Fund	239,000	128,407	120,571	113,805	116,787	117,643	115,094	114,629	115,677	113,614
Equipment & Replacement Reserves	5,826	17,483	11,233	489	52,699	264,046	170,298	49,371	4,222	180,946
Capital Project Fund	16,206	8,272	20,833	28,281	61,673	150,417	119,673	65,080	217,853	378,433
Escrow	170,523	170,523	170,523	170,523	170,523	170,523	170,523	170,523	170,523	170,523
Operating Expense Reserve	200,751	200,751	200,751	200,751	275,751	300,751	310,751	310,751	310,751	310,751
% of operating expenses (5-10% policy goal)	1.2%	1.2%	1.1%	1.1%	1.4%	1.5%	1.5%	1.4%	1.4%	1.4%
Rate Stabilization Reserve Fund	1,114,855	1,114,855	999,855	999,855	999,855	999,855	999,855	999,855	999,855	999,855
% of operating revenues (policy limit 10%)	8.3%	7.3%	6.2%	5.8%	5.5%	5.4%	5.2%	5.0%	4.8%	4.7%
Total NORCOM Fund Beg Balance	1,747,162	1,640,292	1,523,766	1,513,704	1,677,288	2,003,235	1,886,194	1,710,209	1,818,881	2,154,122



2024 Fund Summary ¹

NORCOM Budget 2024 Financial Summary

NORCOM Budget Description	Operating	Capital Projects	Equipment Replacement	Operating Exp. Res.	E-911 Escrow	Rate Stabilization	Total All Funds
Estimated Beginning Balance	\$ 746,633	\$ 51,206	\$ 151,470	\$ 160,751	\$ 170,532	\$ 507,041	\$ 1,787,633
Revenue:							
From Participating Agencies	15,191,028	-	-	-	-	-	\$ 15,191,028
E-911 Revenue		-	-	-	1,500,000	-	\$ 1,500,000
Miscellaneous Revenues	450,000	-	-	-	-	-	\$ 450,000
Total Revenue	15,641,028	-	-	-	1,500,000	-	17,141,028
Total 2024 Resources	\$ 16,387,661	\$ 51,206	\$ 151,470	\$ 160,751	\$ 1,670,532	\$ 507,041	\$ 18,928,661
Expenditures							
Salaries & Wages	9,239,509	-	-	-	-	-	9,239,509
Personnel Benefits	3,689,421	-	-	-	-	-	3,689,421
Operating Services & Supplies	3,400,787	-	-	-	-	-	3,400,787
Equipment Expense			256,775				256,775
Capital Outlays	-	595,000		-	-	-	595,000
Total Expenditures	\$ 16,329,717	\$ 595,000	\$ 256,775	\$ -	\$ -	\$ -	\$ 17,181,492
Transfers:							
Transfers In	1,500,000	560,000	111,130	40,000	-	607,814	2,818,944
Transfer Out:							
To Operating	-	-	-	-	1,500,000	-	1,500,000
To Capital Projects	560,000					-	560,000
To ER & R	111,130	-	-	-		-	111,130
To Reserves	647,814						647,814
Transfers In less Transfers out	\$ 181,056	\$ 560,000	\$ 111,130	\$ 40,000	\$ (1,500,000)	\$ 607,814	\$ -
2024 Ending Fund Balance	\$ 239,000	\$ 16,206	\$ 5,825	\$ 200,751	\$ 170,532	\$ 1,114,855	\$ 1,747,169
Change in Fund Balance	\$ (507,633)	\$ (35,000)	\$ (145,645)	\$ 40,000	\$ -	\$ 607,814	\$ (40,464)

¹ The 2024 estimated beginning and ending fund balance may change after carry forward impacts of the 2023 budget activities

2024 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.

- **Fees from Participating Agencies:** the primary source of NORCOM's revenue is assessments issued to participating agencies. Fees are calculated using a Functional Distribution Model implemented in 2017. The model uses calls for service as a basis for allocating fees to agencies by function. An annual average of billable calls for services is determined based on a number of calls for service over a two-ear historical call calculation period.



The calculation is as follows:

1. Calculate NORCOM's FTE Percentage based on the following functions:

- | | |
|------------------------|----------------------|
| a. Call Receiver FTE | c. Police Radio FTE |
| b. Police Dispatch FTE | d. Fire Dispatch FTE |

2. Calculate Agency Call receiver Cost: $\text{Unfunded budget} \times \text{Call Receiver FTE \%} \times (\text{Agency CFS} / \text{Total CFS})$

3. Calculate Police Dispatch Contribution: $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{Agency CFS} / \text{Total Police CFS})$

4. Calculate Police Data Radio Contribution: $\text{Unfunded budget} \times \text{Police Data FTE \%} \times (\text{Agency CFS} / \text{Total Police CFS})$

5. Calculate Fire/EMS Dispatch Contribution: $\text{Unfunded budget} \times \text{FD Dispatch FTE \%} \times (\text{Agency CFS} / \text{Total Fire CFS})$

Percentages are applied to the current approved budget, less revenues from other sources.

Additional resources in 2024:

- **E-911 Revenue:** excise tax revenues collected by King County and distributed to NORCOM. NORCOM receives these revenues in its E-911 Escrow fund and transfers funds to its operating fund. In 2024, escrow distributions will increase due to the expansion of services to Bothell Police. Total distributions in 2024 are \$1,528,000.
- **King County EMS Levy Grant:** King County Emergency Medical Services grants NORCOM funds through its Emergency Medical Dispatch program. Funds are used for employee training, and costs incurred to improve medical dispatch. Budgeted revenues increased in 2024 to \$250k (a \$100K increase).
- **Miscellaneous revenues:** NORCOM collects funds to reimburse software purchased and hosted for several agencies. NORCOM also has service contracts in which IT employees perform services to various principal agencies and charge hourly rates for the time worked on the contracts. Demand for NORCOM's services has continued to increase, and NORCOM continues to seek additional sources to utilize the revenues to offset user fees. Budgeted miscellaneous revenues increased by 25% in 2024.
- **Beginning Fund Balance:** incorporating a beginning Operating Fund balance provides the opportunity to impact fees. This balance may be included in NORCOM's user fee calculations, offsetting the total costs passed to agencies through fees. NORCOM traditionally adopts a break-even budget and estimates a beginning balance of \$0 in its operating fund. Should carryforward funds from the prior budget year be identified, these funds are generally transferred to other funds, or used to cover necessary expenses identified after budget adoption.
 - In the final reconciliation for 2022 budget activities, NORCOM broke tradition and left the carryforward balance of \$382,633 in the operating fund. The Board supported the use of these funds to reduce 2024 user fees.
 - NORCOM staff identified additional savings in the 2023 budget that would not be spent. PSERN was scheduled to go online in mid-2023 and charge NORCOM its monthly console and radio rates. The project was delayed, and PSERN confirmed it would not charge NORCOM until December 2023. The total amount budgeted for the periods not charged in 2023 is \$251K.



Through the functional distribution methodology, 2024 participation fees are:

2024 User Fees	Dispatch Law	Data Radio	Dispatch Fire	Call Receiver	2023 Adopted Total	2024 Total	Increase/ (Decrease)	Percent Change
Bellevue Police	1,518,697	647,269		1,744,246	3,967,232	3,967,232	-	0.0%
Bothell Police	515,246	162,461		591,767	1,269,473	1,269,473	1,269,473	
Clyde Hill Police	39,061	5,687		44,862	93,036	93,036	-	0.0%
Kirkland Police	1,041,895	326,317		1,196,632	2,734,562	2,734,562	-	0.0%
Lake Forest Park	204,374	21,461		234,727	460,562	460,562	460,562	
Medina Police	42,136	1,824		48,394	81,566	81,566	-	0.0%
Mercer Island Police	266,591	34,982		306,184	560,336	560,336	-	0.0%
Normandy Park Police	45,077	24,358		51,772	134,420	134,420	-	0.0%
Total Police	3,673,077	1,224,359	-	4,218,583	7,571,152	9,301,188	-	0.0%
Bellevue Fire			935,466	529,772	1,588,400	1,588,400	-	0.0%
Bothell Fire			285,659	161,774	497,571	497,571	-	0.0%
Duvall Fire			45,265	25,635	77,700	77,700	-	0.0%
Eastside Fire and Rescue			502,994	284,855	827,310	827,310	-	0.0%
Mercer Island Fire			109,834	62,201	186,100	186,100	-	0.0%
Woodinville Fire			126,463	71,618	220,561	220,561	-	0.0%
Fall City Fire			23,731	13,439	41,488	41,488	-	0.0%
Kirkland Fire			356,841	202,086	614,553	614,553	-	0.0%
Redmond Fire			413,852	234,372	694,070	694,070	-	0.0%
Shoreline Fire			459,516	260,232	800,632	800,632	-	0.0%
Northshore Fire			131,949	74,725	227,825	227,825	-	0.0%
Skykomish Fire			16,367	9,269	23,695	23,695	-	0.0%
Snoqualmie Pass Fire			17,403	9,855	26,851	26,851	-	0.0%
Snoqualmie Fire			39,597	22,425	63,085	63,085	-	0.0%
Total Fire	-	-	3,464,936	1,962,258	5,889,842	5,889,842	-	0.0%
Agency Total	3,673,077	1,224,359	3,464,936	6,180,841	13,460,994	15,191,029	-	0.0%



2024 Fee Assessments

With the addition of Lake Forest Park as a Principal Agency, and the City of Bothell expanding its services to include Bothell Police, the functional distribution model would allow for a reduction in fees for all existing Principal Agencies. The Governing Board utilized this opportunity to build additional reserve balances.

The Governing Board approved a fee schedule that would:

- Charge new agencies: Lake Forest Park and Bothell Police, their fair shares of the fee assessment using the functional distribution calculation.
- Existing Agencies: charged the same rate as the 2023 assessments, forgoing the savings that would have been experienced using the functional distribution calculation.

All fees collected beyond the total fees in the assessment calculation are to be transferred to the Rate Stabilization Fund. The total amount transferred is budgeted to be \$647,800.

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 \$170,523.

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.

NORCOM continues to strive to develop a lean budget for supplies and services. Categories outside of NORCOM's discretion drive many increases.

Significant operating expenditures include personnel costs, facility leases, and technology costs. Key drivers impacting the 2024 budget are:

Personnel

NORCOM's staff levels remained consistent in the last three years following a reduction in staffing made in 2020. In 2024, NORCOM increased its IT department by 1 FTE. The proposed increased FTE was driven by NORCOM's IT workload and complexity, and an increase in the number of systems supported by NORCOM. For example, support desk tickets have increased approximately 16% since 2019.

At the reduced FTE levels, NORCOM IT Staff also lacked strong back-up training and support among the key, mission-critical positions. Recognizing that technology needs will increase with time and the need to



ensure a highly trained and motivated workforce NORCOM budgets for an additional position, Applications Analyst, to spread the workload, provide redundancy, and better prepare for future growth.

Additionally, NORCOM assessed a need to increase its telecommunicator staffing to 65 due to the addition of Bothell Police and Lake Forest Park Police. NORCOM considered the impact of call volume projections, staffing model standards, and radio capacity to assess the total impact of the increase in services on staffing needs.

A historical overview of NORCOM's budgeted FTE is summarized below:

Budgeted Full Time Position History by Business Unit						
<u>Business Unit</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
<u>Administration</u>						
Executive Director	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Director	1.0	2.0	2.0	2.0	2.0	2.0
Police Liaison	1.0	1.0	1.0	1.0	1.0	1.0
Fire Liaison	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Pool Position	-	1.0	1.0	1.0	1.0	1.0
QA & Records Specialist	1.0	1.0	1.0	1.0	1.0	1.0
<u>Finance</u>						
Finance Manager	1.0	1.0	1.0	1.0	1.0	1.0
Accounting & Finance Specialist	-	1.0	-	-	-	-
Payroll and Accounting Specialist	1.0	1.0	1.0	1.0	1.0	1.0
<u>Human Resources</u>						
Human Resources Manager	-	1.0	1.0	1.0	1.0	1.0
Human Resources Administrator	1.0	-	-	-	-	-
<u>Operations</u>						
Training Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Team Supervisor	6.0	6.0	6.0	6.0	6.0	6.0
Telecommunicator	62.0	62.0	62.0	62.0	62.0	65.0
<u>Technology</u>						
Information Technology Director	1.0	-	-	-	-	-
Technical Services Team Supervisor	1.0	4.0	2.0	2.0	2.0	2.0
Technology Team Member	9.0	7.0	7.0	7.0	7.0	8.0
Total	90.0	92.0	88.0	88.0	88.0	92.0



In addition to the change in staffing, other drivers led to the increase in personnel costs:

- The contract between NORCOM and the Telecommunicator Guild is effective through December 31, 2025, and established a 5% salary increase for represented employees.
- The contract between NORCOM and the Supervisor Guild is effective through December 31, 2024 and established a 5% salary increase for represented employees.
- Administrative staff have been approved to receive a 3% COLA.
- The Passing of House Bill 1055 changes Telecommunicators eligibility to participate in the Department of Retirement Systems' PSERS plan. Current NORCOM Telecommunicators will be allowed to migrate from PERS to PSERS. PSERS requires a slightly higher employer contribution rate in comparison to PERS.
- As an Associated Cities of Washington (AWC) Employee Benefit Trust member, 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 5% increase in medical plans.

Facility Leases

- NORCOM's lease for its main operating facility in Bellevue City Hall is contracted to increase its monthly rates based on the Consumer Price Index (CPI). Inflation rates have remained high, and NORCOM anticipated a 7% increase in 2024 lease fees.

Technology

- PSERN charges were scheduled and budgeted in 2023 for a portion of the year. While PSERN implemented a fee smoothing schedule, NORCOM will still see an increase in budgeted expenditures totaling \$395,500 due to planning for the full 2024 calendar year.
- NORCOM's largest non-personnel related category of expenditures is Software Maintenance. There are no planned changes to software contracted for in 2024. However, many vendors have re-negotiated terms that phased out older perpetual license models, driving an estimated \$140,000 increase to costs.

Additional Supplies and Services

- **Professional Services:** aligning with Continuity of Operations plans and recent Disaster Recover projects, NORCOM planned to fund a new contract for Cybersecurity Services in 2024, for \$50,000 in new on-going expenditures.
- **Training & Conference Attendance:** NORCOM continues to incrementally increase its budget to pre-2019 levels after budget and COVID related cuts in 2020. Planned attendance in 2024 includes Tyler Connect and APCO International. NORCOM also plans to extend training opportunities for its Telecommunicators.



Fund Detail

The following is a breakdown of budgeted personnel expenses in 2024:

	2022 Actual	2023 Adopted	2024 Proposed	Change	Percent
Salaries & Wages - Regular	\$ 7,468,319	\$ 8,240,859	\$ 8,964,067	\$ 723,208	8.8%
Salaries & Wages - Overtime	\$ 698,836	\$ 294,876	\$ 307,876	\$ 13,000	4.4%
Professional Reimbursements	\$ 4,200	\$ 4,200	\$ 4,200	\$ -	0.0%
Medical	\$ 1,117,652	\$ 1,264,210	\$ 1,338,990	\$ 74,780	5.9%
HSA Contributions	\$ 20,990	\$ 22,249	\$ 23,765	\$ 1,516	6.8%
Dental	\$ 91,742	\$ 104,339	\$ 109,652	\$ 5,313	5.1%
Vision	\$ 11,262	\$ 13,603	\$ 14,053	\$ 449	3.3%
Long-Term Care	\$ 8,091	\$ 6,600	\$ 7,207	\$ 607	9.2%
Medicare	\$ 109,979	\$ 126,711	\$ 138,925	\$ 12,213	9.6%
FSA Fees	\$ -	\$ -	\$ 2,760	\$ 2,760	-
MEBT	\$ 483,874	\$ 499,131	\$ 537,454	\$ 38,323	7.7%
Life	\$ 6,649	\$ 7,133	\$ 14,784	\$ 7,651	107.3%
LTD	\$ 12,019	\$ 12,614	\$ 13,219	\$ 605	4.8%
PERS	\$ 831,758	\$ 921,506	\$ 950,541	\$ 29,035	3.2%
Washington FMLA	\$ 13,087	\$ 17,369	\$ 21,857	\$ 4,488	25.8%
Unemployment	\$ 90,782	\$ 92,394	\$ 98,560	\$ 6,166	6.7%
Workers Comp	\$ 18,488	\$ 43,959	\$ 44,479	\$ 520	1.2%
Total Personnel	\$ 10,987,728	\$ 11,671,754	\$ 12,592,390	\$ 920,636	7.9%



Operating expenses are budgeted as follows:

	2022 Actual	2023 Adopted	2024 Proposed	Change	Percent
Advertising	15,759	5,000	12,500	\$ 7,500	150.0%
Bank Fees	86	500	50	\$ (450)	-90.0%
Cellular,Pager & Radio Svcs	35,167	34,615	27,332	\$ (7,283)	-21.0%
Computer Hardware-Non Capital	1,616	7,500	12,500	\$ 5,000	66.7%
Consumable Goods	10,313	14,310	17,060	\$ 2,750	19.2%
Dues & Memberships	13,329	12,635	13,304	\$ 669	5.3%
Equipment Leases	23,326	19,865	25,580	\$ 5,715	28.8%
Facility Lease	711,374	763,797	801,874	\$ 38,077	5.0%
Financial Audit	21,241	23,836	27,270	\$ 3,434	14.4%
Hosted Services	159,546	173,888	198,023	\$ 24,135	13.9%
HR Services	90,932	94,415	98,092	\$ 3,677	3.9%
Insurance	74,116	95,000	100,034	\$ 5,034	5.3%
Legal Services	129,171	200,000	133,350	\$ (66,650)	-33.3%
Local Travel/Training/ Mileage	4,396	2,850	6,900	\$ 4,050	142.1%
Network Service	34,719	45,549	49,749	\$ 4,200	9.2%
Office Furniture	3,730	8,250	14,000	\$ 5,750	69.7%
Office Supplies	3,765	6,400	6,500	\$ 100	1.6%
Operating Supplies	3,141	3,250	5,100	\$ 1,850	56.9%
Parking Lease	29,646	29,200	31,200	\$ 2,000	6.8%
Payroll Services	12,982	19,010	17,010	\$ (2,000)	-10.5%
Postage	885	750	1,000	\$ 250	33.3%
Printing	1,506	300	2,000	\$ 1,700	566.7%
Professional Services	20,923	28,550	102,040	\$ 73,490	257.4%
R&M - Network Equipment	19,474	377,382	442,892	\$ 65,510	17.4%
R&M - Office Equipment	116	2,500	2,500	\$ -	0.0%
R&M - Software Maintenance	787,864	846,486	987,760	\$ 141,274	16.7%
Radio Site Lease	3,433	62,685	60,301	\$ (2,384)	-3.8%
Recruitment Supplies	143	2,000	2,000	\$ -	0.0%
Small Tools & Minor Equipment	6,690	10,300	11,000	\$ 700	6.8%
Software/Licensing	50,842	78,342	88,612	\$ 10,270	13.1%
Telephone Services	34,713	33,565	40,180	\$ 6,615	19.7%
Training/Conf Registrations/ Travel	13,600	54,523	63,073	\$ 8,550	15.7%
Total Operating	\$ 2,318,543	\$ 3,057,253	\$ 3,400,787	\$ 343,534	11.2%



Capital Projects Fund

Fund Overview and Drivers

The Capital Projects Fund supports 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.

Fund Detail

- **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 \$710K, to include new furniture, site improvements and infrastructure upgrades, and demolition and old equipment removal. In the interest of smoothing costs, \$150,000 of the estimated project costs were included in the 2023 Capital Project fund spending. The final contribution of \$560K is incorporated into the 2024 budget process through a transfer from the Operating Fund.

- **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 a forklift replacement, the project now consists of upgrading and installing 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 funding established in 2023. Project spending is planned in 2024.

- **CAD to NICE Interface**

Continuing work related to CAD improvements, this interface will connect NORCOM's NICE audio logger with its Tyler Suite, providing detailed information for staff to search for specific information more easily and to assist with quality improvement and training.

- **CAD Radio Interface and Continued CAD Solutions**

NORCOM continues the work related to the Tyler Fire Migration project started in 2022. The final aspects of the project include the Radio Interface work and the Reporting Solutions. All funding for these projects were approved and committed in the 2022 through and 2023 budgets through transfers from the operating fund. NORCOM anticipates completion of projects in 2024.

Project	Year funding was committed		
	2022	2023	2024
Alpha Numeric Paging	300,000	600,000	
Console Replacement	-	154,000	560,000
CAD to Nice			35,000
CAD Radio & Reporting Solutions	55,000	280,000	-
Total Funding	355,000	1,034,000	595,000



Capital Projects Fund Spending 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Facility / Workspace Updates	560,000	-	-	15,000	35,000	-	-	-	-	-
Console Replacement	560,000			15,000	35,000					
Admin Workplace Reconfiguration				15,000	35,000					
COOP Project	-	137,500	87,500	15,000	-	75,000	75,000	-	-	-
Hardware Upgrade		50,000								
Backup/ Recovery System		87,500	87,500	15,000						
Remote Call Taking / Dispatching						75,000	75,000			
911 Operations	-	125,000	150,000	-	100,000	200,000	100,000	-	-	-
Call Taking / Dispatching Guides		75,000	75,000							
Mental Health Responses (Consultant)		50,000	75,000							
Receive/Share Incoming Digital Data					100,000	200,000	100,000			
911 Systems	35,000	50,000	96,875	153,125	50,000	90,000	150,000	100,000	125,000	150,000
NICE/ CAD interface	35,000									
ASAP to PSAP		50,000	50,000							
Enterprise RMS			46,875	78,125						
VMWare Host Upgrade				75,000						
Recording System Updates					20,000	20,000				
Tyler Module Implementation					30,000	70,000	100,000			
NICE Screen Recording							50,000	75,000		
Project 3								25,000	75,000	25,000
Project 4									50,000	125,000
Total	595,000	312,500	334,375	183,125	185,000	365,000	325,000	100,000	125,000	150,000



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 are 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.

2024 Fund Expenses

Part of the budget process for the ERR fund includes reviewing and updating the replacement schedules based on updated quotes, available equipment warranties and equipment status.

Significant updates made to the schedule during the 2024 budget process include:

- Servers increased by \$100k due to a change in warranty offerings.
- Switches- requires a quicker timeline of updates, triggering \$30k expenditures in 2024.

Projected ER&R Fund Forecast

In the development of the smoothing mechanism, NORCOM created the following 10-year forecast for anticipated Equipment Replacement activities:

Equipment Type		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Workstations		15,000	15,500	15,500	16,250	16,250	16,750	16,750	17,000	17,000	
Locution Computers		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	
Cell Phones		600	675	675	725	725	750	750	800	800	
Tyler Laptop Replacements					125,000					150,000	
Network											
	Network Total	75,000	10,200	28,585	226,468	55,302	13,146	77,316	170,284	22,650	22,650
Routers											
	Routers Totals	24,000	-	-	-	50,000	-	32,000	-	-	-
Servers											
	Server Totals	93,674	109,438	352,982	157,500	121,155	75,000	74,438	75,000	62,000	-
Switch											
	Switch Totals	30,000	-	22,500	20,000	17,000	-	15,000	37,500	-	-
Wireless Access Point											
	Wireless Access Point Total	3,250	-	-	-	-	1,000	-	-	-	-
Firewall											
	Firewall Totals	-	27,168	11,979	11,206	-	-	-	-	-	11,206
Radio											
	Radio Totals	-	-	-	-	-	-	51,000	-	-	-
		256,774	178,231	447,721	572,649	276,182	122,396	283,004	316,334	268,200	33,856



Operating Expense Reserve

Fund Overview and Drivers

Per section 12h of the ILA, each budget year the Governing Board shall set the Operating Expense Reserve at a level that ensures funds are on hand to reasonably address unforeseen operating contingencies. NORCOM's policy is to maintain an Operating Expense Reserve at a level equal to 5% of the total Operating Budget. To determine Operating Expense Reserve funding, the Governing Board defines the Operating Budget as the operating fund expenses less salaries, benefits, and one-time expenses.

In 2024, the Operating Expense Reserve fund will receive a transfer of \$40,000 from the Operating Fund.

E-911 Escrow Fund

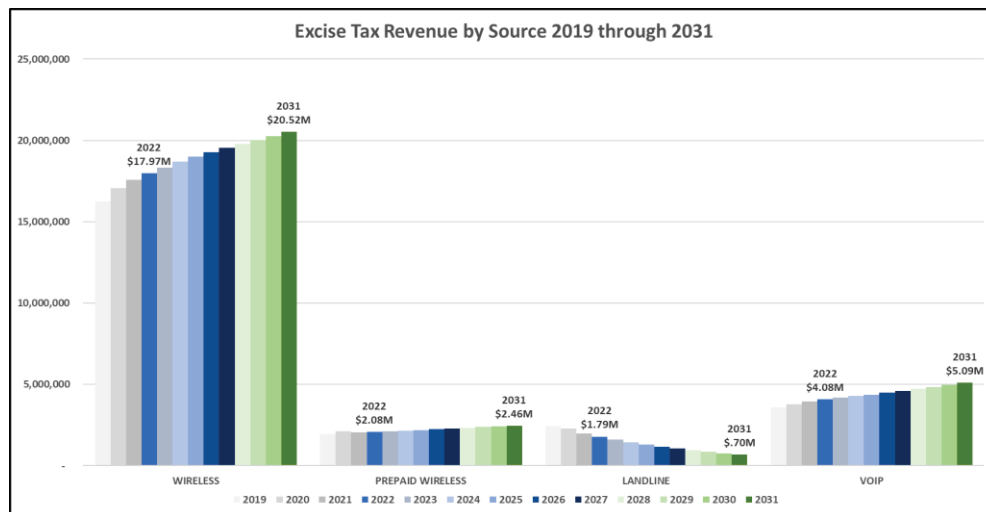
Fund Overview and Drivers

The King County E-911 office collects excise taxes for wireline, wireless, and VoIP services. Tax proceeds are distributed among the twelve Public Safety Answering Point located in the county. Distributions to PSAPs are made quarterly into an escrow account until NORCOM requests to draw out a specific amount for authorized operations support.

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

Fund Forecasts

The E-911 office forecasts increases in the total Excise Tax revenue collected through 2031:



With the increase in amounts collected, the office has budgeted to increase its distributions to PSAPs. NORCOM's budgeted distribution in 2024 are \$1,500,000.



Rate Stabilization Fund

Fund Overview and Drivers

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

In 2024, the Rate Stabilization fund will receive a transfer of \$607,800 from the Operating Fund.



MEMORANDUM

To: Governing Board
From: Bill Hamilton, Executive Director
Date: 12/08/2023
Subject: December IT & Operations Newsletter / Bi-Monthly Dispatch Newsletter

Executive Summary:

The Newsletter contains Information Technology & Operations updates and is presented to the Board for review, input and questions. This month we are including the quarterly internal Dispatch Newsletter.

Background:

The Newsletter is routinely provided to the Board.

Past Board or Other Related Actions:

N/A

Policy and Strategic Implications:

N/A

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends the Board review the 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

Dec IT & Ops Newsletter
Dec/Jan Dispatch Newsletter



Information Technology Updates

From: Katy Myers, DDofA

December 2023

Radio

PSERN to CAD Interface

Contract signed, waiting on scheduling from vendors.

Alpha-Numeric Paging

Working with the consultant (ADCOMM) to secure a contract for equipment and installation services via a state contract.

Telephone Systems

911 Platform Replacement

The project has been pushed out. NORCOM's work is anticipated to be closer to mid-2024.

Systems and Programs

Tyler Fire Migration

Latest iteration of DNI reports delivered to analysts 10/27/2023. Only positive feedback has been received. NORCOM plans to complete a final payment to DNI and close this item.

Body-Worn Cameras

Bellevue PD – feed implemented to the vendor; initial configurations complete. BEPD set to start testing auto-tagging.

Normandy Park PD – Implemented, project complete.
Lake Forest Park PD – MOU signed. NORCOM work complete with feed implemented to the vendor. LFPPD working on configurations with AXON.

CAD-to-CAD Interface

Following SNO911 CAD updates the interface is back up and operational in both NORCOM and SNO911 test systems.

Operations doing interface testing and workflow documentation.

CAD Lite

General configurations are done. Adding Bothell and LFP information. NORCOM is starting to document the training plan and procedures.

RAADAR

NORCOM Developers are continuing through the change requests put forward during the initial user group meeting.

CAD Server Expansion & Upgrade

Upgrade and server migration completed on 10/24/2023. One priority issue related to data export to ESO is escalated with Tyler. NORCOM's CAD is now redundant and more resilient. The monthly maintenance window was completed on 11/29/23 with a few expected CAD outages that were less than a minute in length, allowing 911 operations to remain working on the CAD system throughout the maintenance window. Short outages occurred on interfaces, mobile, records and crewforce/shieldforce.

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.

“Thank you for the prompt service.”

Last Month: 16 surveys were returned

- Better than expected – 40
- As expected – 24

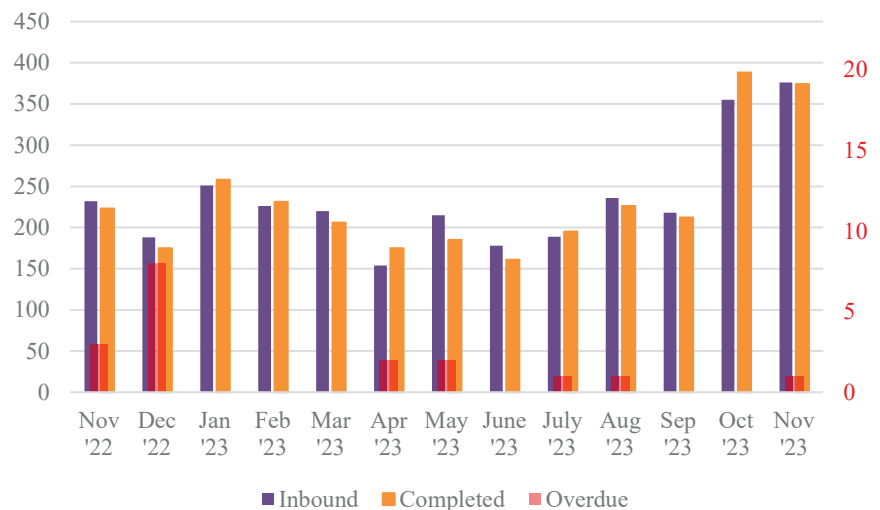
Service Requests

376 Inbound tickets
374 Completed tickets

1 overdue ticket was a low priority training network access item that took time to configure.

CAD Upgrade: Oct '23
Bothell/LFP go-live: Nov '23

IT Service Desk





Operations Updates

From: Roky Louie, Deputy Director Operations

December 2023

Our Most Important Duty

NORCOM Telecommunicators are responsible for a wide variety of work. Their primary functions include answering 911 calls, and dispatching police and fire to calls for service. These functions include many variations of duties, responsibilities, and tasks. Telecommunicators have to know how to determine the location of a call based on description, cellular signal, and SMS data. They have to be able to communicate and interpret a wide variety of messages. They have to classify, categorize, and prioritize. They have to understand complex details about warrants, impounds, radio channel patching, and cross staffing.

Perhaps the single most important duty a Telecommunicator has is provide life-saving CPR over the phone. By following the guidelines provided by King County Emergency Medical Services, and utilizing the Chain of Survival, telephone CPR contributes to King County having one of the highest CPR survival rates in the world.

On July 31st, 2023, Telecommunicator Hailey Williams along with her trainer, Communications Training Officer Laura provided life-saving CPR instructions to Payten, who performed CPR on Steve. The photograph below shows Steve, Hailey, Laura, and Payten respectively at Kirkland Fire Station 27.



Steve's life was later determined to be saved as a direct result of the work of Hailey, Laura, Payten, and the crew of Kirkland Fire Station 27.

On June 19th, 2023, Telecommunicator Tia Garcia provided life-saving CPR instructions for John Sanders to perform on his wife. From the right, pictured below are John Sanders, his family, Telecommunicator Tia Garcia in black, and the crew of Eastside Fire and Rescue.



The wife of John Sanders was later determined to be saved by the actions of Tia and the Eastside Fire and Rescue crew that responded from Woodinville.

These are just two examples of NORCOM Telecommunicators providing life saving CPR over the phone. In 2023, to date, NORCOM has taken 857 Cardiac Arrest calls. On those calls, Telecommunicators have been determined to save lives a total of 68 times.

Over the holidays, NORCOM Telecommunicators, along with their fellow first responders in the police and fire service, will sacrifice their time at home with their families during the holidays. They proudly make that sacrifice not so that the rest of NORCOM can be home with their families, but in order to allow people like Steve and the wife of John Sanders to be at home with their families.

NORCOM DISPATCH

ISSUE 4 | DECEMBER '23—JANUARY'24 | VOLUME 1



"This Park, beautiful as the God's Mind that conceived and made it centuries before man inhabited the earth, will be the *homes* of a thousand families. Wealth will not be the passport; but a mutual love of beauty, of home, of Mother Nature, of lowers, of the songs of birds, of the autumn leaves and of the summer zephyr soughing through the forest - these things entitle any one to a home place."

This is how a 1912 brochure described the future city of Lake Forest Park. A land company, headed by a future Seattle Mayor had purchased much of the land that made up the original Lake Forest Park and designed a planned community to address the issues of crowding that were occurring in Seattle. The unincorporated town grew (slowly) for decades, before incorporation in 1961, and included schools, civic organizations, a beach club, and public transit. Voters elected to incorporate in 1961 and establish a city of their own, including most aspects of a city government. Thus, the Lake Forest Park Police Department was formed. Initially, this was run by Chief Kenneth O Foster who, until his dismissal in 1973, was the first Chief of Police and reigned over a department of up to 5 officers.



This log arch welcomed visitors to Lake Forest Park from 1924-1950

INSIDE THIS EDITION

Lake Forest Park PD History

Tree of Life Update

Holiday Traditions

Anniversaries

Air Ambulance

NORCOM Fund



Seattle, Lakeshore and Eastern Railway going through Lake Forest Park—space converted to the Burke Gilman Trail.

What about communications? Prior to having actual dispatch centers, many smaller police departments got calls by having the chief tell the local telephone operator where he was and then having calls forwarded. Lake Forest Park Police got it's own dispatchers in the mid 1970's, but it was one dispatcher on duty 40 hours a week (5—8's). After hours, an answering service would receive calls for service and either call or page the on duty/on call responders. From 1974-1984, they continued with a single dispatcher, (CONT PG 5)

Tree of Life Update

When we started the Tree of Life earlier in the year, we had no idea how much it would fill up! This is a continuous, visual reminder of a tiny fraction of the lives impacted by the NORCOM team on a daily basis. As we move in to 2024, look for change in leaf color so you can identify saves from different years. As a reminder, if you know of someone (including yourself) who has met the requirements for a Cardiac Arrest save, please use the form on the left hand side of the wiki to inform the Events Committee. While they are doing their best to search for these, sometimes the “magic words” aren’t showing up in cleared call searches. We count on you!



NORCOM Fund

Thanks to everyone who contributed to the NORCOM fund in 2023. The NORCOM fund currently has a balance of just over \$800. So far in 2023, we’ve sent flowers to at least 13 different people (we converted from dispatch fund to NORCOM fund in April so this is just since April). We ask for voluntary contributions to help keep this fund going. Please contact Nick Curry or Kelly Stiefel if you’d like to donate; 2024 is upon us. Suggested donation of \$2/month = \$24/year. Again, thanks for your generosity. In the interest of transparency, we have financial record of the fund on the wiki—search for “NORCOM Fund.”

As always, if you know of someone in our “family” who needs flowers to either celebrate a new life or mourn a loss, please let Kelly or Nick know ASAP.



Milestone Anniversaries in 2024

15 Year

Roky Louie 2/15

Billy Marshaleck 7/21

10 year

Kaitlin Dinh 3/14

5 Year

Melanie Labuguen 1/7

Sean Goehner

Judy Cayton 4/13

Leslie Phillips 4/15

Celebrating One Year in December/January

Radimir Mandzyuk 1/2



Air Ambulance Membership

If you’re looking for an abnormal gift for your family and don’t want more stuff, have you considered air ambulance membership? Most of us live in pretty suburban areas where ground ambulances are always an option. However, if you travel to the San Juans or the Olympic Peninsula, if you own property in rural-Eastern Washington or if you’re an avid outdoorsperson, you might not always have rapid access to trauma centers or other high-level medical care. In these situations air ambulances are often used, but they can be costly. A single trip measures in the “many tens of thousands of dollars” range (think 60k-ish). Air ambulance membership supplements your health insurance. Through both Airlift Northwest and Life Flight, air ambulance membership covers all transportation costs not covered by your health insurance. Unfortunately, membership in one service no longer provides benefits with the other (no reciprocity). However, Airlift Northwest does offer reduced rates for EMS personnel (us) and BOTH membership programs cover your entire household!

[Airlift Northwest](#) \$48/year

(888)835-1599 alnwmembership@uw.edu

[Life Flight Network](#) \$75/year



Family Traditions

Our family tradition is that our children purchase an ornament of their choosing every year to decorate our tree. I love seeing the old ornaments every year and it's fun when we talk about why they purchased those ornaments. My children are 13 and 15 so we have lots of ornaments! ☺ Our tree is a mishmash of ornaments but I wouldn't have it any other way.

-Melanie Labuguen

Pink Salad

- 1 container of cool whip
- 1 container of sour cream
- 1 pkg of jello (raspberry or strawberry preferred)
- 1 can of fruit cocktail, drained

Combine all ingredients, place in refrigerator to chill.

This pink salad has been served both at Thanksgiving and Christmas for as long as I can remember. It was my grandmother's favorite. A Special pink salad bowl for serving has also been in the family for years, choose a bowl that is special to you, it is the bowl we ALWAYS serve it in.

Maggie Johanson



Krystal McCoy—Jezebele Sauce ~ our family calls it ho, ho, ho sauce. It's a sweet and spicy sauce that goes well with pork.

We use the sauce to dip our Christmas ham in (YUM) but it can be used other ways. I know people have poured it over cream cheese and serve with crackers as an appetizer

Jezebel Sauce

- 15oz crushed pineapple
- 10lz apricot fruit preserves
- 1/2 cup prepared horseradish
- 3 tbsp dry mustard
- 1 tsp blk pepper

Enjoy!

For as long as I have been alive, on my mother's side of the family, instead of the more traditional Christmas dinner menu (turkey, ham, etc.), we eat ravioli. My Great-Grandpapa was from a small area in Italy called Arnara (it's about 50 miles southeast of Rome). He of course, brought many Italian traditions here to the US with him. Every year, a couple weeks before Christmas, someone in my family will host ravioli making. For the last 10 or so years, my mom has been the host and what started as a family only event (with about 20-25 people) turned in a friends and family event with numbers up into the 50's recently. My mom's kitchen was specially designed with this event in mind and she has a very large solid granite island measuring about 9 feet by 6 feet. Everyone has a job whether it's making the dough, rolling the pasta sheets, making the meat, cheese or mushroom stuffing, or assembling the individual ravioli themselves. The only automation is rolling the pasta sheets, but they still have to manually fed and incrementally adjusted to progressively thinner sheets. We have molds to assemble the ravioli (12 at a time) and it is a rite of passage to have flour thrown at you. From very young ages, our family members become instructors and quality control specialists keeping the adults in line to ensure the best ravioli are made. We average just under a thousand (943 was our highest number) individual ravioli which get immediately frozen. On Christmas morning, the making of the sauce begins. It simmers for most of the day and when we are close to dinner many pots of water are boiled and the ravioli are made. I truly can't imagine a Christmas without this tradition and because it is a result of our collective work, it tastes that much better.

Attached is a photo of last year.

Cory James



Norwegian Lefse

Favorite family tradition? Making Lefse! - Kat Morrison

4 Cups potato flakes
4 tablespoons sugar
3 cups water
2 1/2 cups milk
1 1/2 cups butter
3 teaspoons salt
2-3 cups flour

1. In a large saucepan or pot, bring the water to boil and add the milk, butter, sugar, and salt. When the milk has come to a boil, add the potato flakes and stir until smooth. Pour the potatoes into a large bowl and refrigerate.
2. When ready to make the lefse, take out 2 cups of potatoes at a time and add 1 to 1 1/2 cups of flour and stir until it becomes a workable dough. Flour a counter surface and roll the dough out as thin as possible. Cut individual slices with the a round cookie cutter, or the top of a medium sized glass.
3. Add about 1 tsp oil to a skillet pan and cook the lefse for about 3-5 minutes, or when brown blisters start to form on the top. Flip and cook for another 3-5 minutes.
4. Continue to cook the individual slices until the potato dough is gone. You may be able to cook several lefse at a time if you have a large enough skillet, if not cook one at a time. Any leftover cooked lefse may be refrigerate and used for about 3-5 more days.



A holiday favorite for my family. -Maya Krankota

Apple Butter Cookies

Ingredients

1/4 cup unsalted butter, room temp
1/2 cup apple butter
1 cup Extra Fine sugar
1 egg
1/2 teaspoon vanilla extract
1/2 teaspoon ground cinnamon
1 3/4 cups all-purpose flour
1/2 teaspoon baking soda
1/2 teaspoon cream of tartar
1/2 cup cinnamon sugar

Directions

1. Cream butter, apple butter, and sugar on low speed until mostly incorporated. Increase speed to medium-high and beat for 1-2 minutes. Scrape down sides of bowl at least once during creaming.
2. Mix in egg and vanilla. Mix just until well combined.
3. In a medium bowl, combine cinnamon, flour, baking soda, and cream of tartar.
4. Slowly add dry ingredients to butter mixture, Mix until dough forms.
5. Place into refrigerator and chill for 2 hours
6. Preheat oven to 375.
7. Use a tablespoon-sized cookie scoop to portion out cookies—roll dough into a ball and roll each ball in cinnamon sugar.
8. Place cookies onto an ungreased baking sheet.
9. Bake 13-15 minutes, Move baked cookies to wire rack to cool

Every year that I can remember, we exchanged the little 4-piece boxes of Whitmans Sampler chocolate. I looked forward to it every year, probably because it was a constant thing. I went out of my way to get them to send home to my mom, even from overseas. Last year was the first year we didn't do this because the company discontinued the exact product we liked. I was worried that my mom would be sad about not getting the candy in her stocking. It turns out she never actually liked the candy and was just doing it for the tradition.

-Nick Curry

My mom always made us matching jammies (same fabric but not necessarily holiday patterns) each year, that we got on Christmas eve before my dad left for work (yes, grew up with shift work). Each year we each got a special ornament representing the big things for us that year - favorite toy, cartoon, hobby, sport-whatever. I still continue both of these to this day with my kids (yes they are 24 & 21- don't care, they're still my kids). Cookies for Santa, carrots for reindeer...these are have to's, although the beverage of choice to go with cookies has changed over the years :).

When the kids were younger, we did the cornstarch "snow" footprints from the fireplace to the cookies & tree where their Santa present was left. Until the early 2000's we always made a day of going out to hunt for a Christmas tree with all of our families. One by one we all went to fake trees - so no more tree hunts. With the exception of Covid years and a few minor tweaks here and there, our entire family still gets together for Christmas morning - all 14 of us (yes, it's an ALL day affair-good thing we like each other :))

-Becky Lucci

(Continued from Page 1) adding a second dispatcher position in 1985 and a third in 1986. This still didn't provide 24/7 coverage and didn't provide for sickness or vacation; the agency continued to rely on an after-hours call center. Even after approval of a fourth dispatcher position was added in 1987. The mostly-full time dispatch function aided a department that was evolving with the times and finally had it's own computer system installed, allowing the dispatcher to conduct computer checks and the officers to complete their reports on paper. Eventually contracting for 24/7 dispatch service with Bothell Police Department in May of 1999, Lake Forest Park PD would eventually become a NORCOM Participating Agency in 2023.



Lake Forest Park PD then (above) and now (below) shares space with City Hall.



Below and right : Chief Foster at FBI shooting range training on Ft Lewis in December of 1961



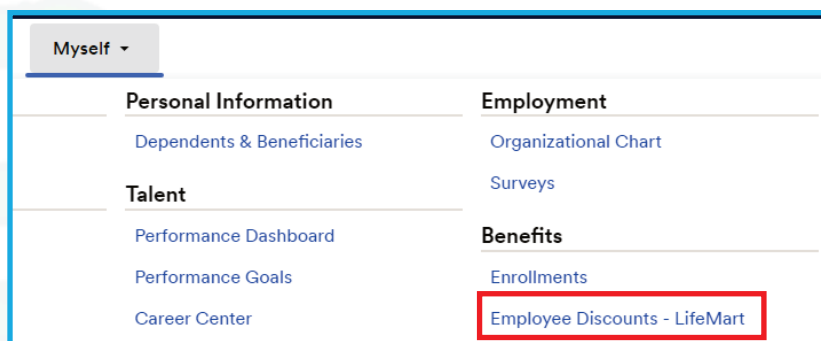
Birthday Club Reminder - - >

Share your birthday information so we can celebrate you! Use the [form on the wiki](#). Birthdays are emailed to coworkers who overlap on the last workday before your actual birthday at the beginning of each month.

Benefits Spotlight

Need a last-minute gift idea? How about discounted movie tickets? Through ADP, access Lifemart for a slew of discounts.

From the web, login to ADP and click the links at the top of the screen



For mobile, download the Lifemart app from either [Google Play store](#) or [Apple App store](#) and login using your NORCOM email address.



"The only sure things in life are death and taxes."

Good news, your Employee Assistance Program (EAP) has help on both of these important areas.

Whether you're looking for a quick Last Will and Testament, a discount on tax preparation software, help with some of life's struggles or insurance for your pet, CompSyCh® has resources to help you and often involves a discount.

For the most up-to-date information, access our CompSyCh login page and create an account.

RETIREMENT ON THE MIND?

Have you thought about opening a 457 Plan Roth Contribution, but do not know much about it? Here is your chance to learn more!

In traditional 457 Plans, members make pre-tax contributions, which are then taxed when withdrawn in retirement. A 457 Roth Plan is different in that contributions are made on an AFTER-TAX basis, meaning plan contributions (and investment growth) and note taxed when withdrawn in retirement (if qualifications are met).

What if you are already making contributions to a traditional 457 Plan?

You're in luck! You are able to contribute to both the 457 traditional Plan and 457 Roth Plan. The 457-contribution limit is \$22,500 (for 2023) is the limit for combined contributions for traditional and Roth plans. This is higher than other Roth plans. You are eligible to enroll no matter your income level and no matter your contribution amount, opposed to traditional Roth plans, which have income limits. Lastly, it allows for greater flexibility and peace of mind for when you retire. Not only do you have a retirement fund to support you in the future, but you will have flexibility to impact your retirement tax rates! If you want to know more about 457 Roth Plans, like qualifications that allow for a truly tax-free contribution withdraw in retirement, more of the benefits OR which plan is right or you, Roth or Traditional, check out the link below.

[457\(B\) Plan Roth Contribution Options | Mission Square](#)

If you would like to contribute to a 457 Roth plan, or a 457 Traditional Plan, email Cbarcus@norcom.org for the form.



The annual awards for performance in 2023 are just around the corner. Now is a good time to reflect on the past year. Who stands out? Who made contributions that are noteworthy? Who helped you when you didn't even know you needed help?

Soon you will see a solicitation for nominations. Please take the time to recognize a coworker for a job well done, whether on a specific task or just overall good work for the year. Annual award nominations are not limited to being made by Supervisors or Managers, and their not limited by department. Please take the time to consider who you'll nominate and show your recognition for a teammate!

Award Categories (subject to change & in no particular order):

Team of the Year
Admin Employee of the Year
IT Employee of the Year
Telecommunicator of the Year
Supervisor of the Year
Police Dispatcher of the Year
Call Reeiver of the Year
Fire Dispatcher of the Year

[Budget and debt management—DRS Webinar—Weds 12/13/2023 at 1300](#)

[Social Security basics—DRS Webinar—Weds 12/6/2023 at 1200](#)

[Medicare basics—DRS Webinar—Tues 12/5/2023 at 1200](#)

[Early retirement—DRS Webinar—Weds 12/13/2023 at 1600](#)

For a list of all live and recorded webinars offered by DRS, check out their website drs.wa.gov/webinars/