



NORCOM Governing Board  
April 11, 2025, 9:00 am

1. Call to Order
2. Roll Call
3. Open Communications from the Public
4. Consent Agenda
  - A. Governing Board Meeting Minutes March 14, 2025
  - B. AP Reports March 2025
5. For Briefing to Board
  - A. 911 and 988 Collaboration Initiative
6. For Board Decision
  - A. Strategic Plan Brief & Approval of Service Contract/Consultant
7. Newsletter
  - A. April IT & Operations Newsletters
8. Other Business
9. Executive Session

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

  - RCW 42.30.110(1)(g) (g) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. However, subject to RCW 42.30.
10. Adjournment

The next Governing Board meeting is scheduled for May 9, 2025.



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 04/11/2025  
Subject: Governing Board Meeting Minutes March 14, 2025

---

### Executive Summary:

The March 2025 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 March 14, 2025



**Meeting Minutes**  
**NORCOM Governing Board**  
**March 14, 2025**

**MEMBERS**

Nathan McCommon	City of Bellevue
Toni Call	City of Bothell (Chair)
Kyle Kolling	City of Clyde Hill
Julie Underwood	City of Kirkland
Mike Harden	City of Lake Forest Park
Jeff Sass	City of Medina
Chris Sutter	City of Mercer Island
Dan Yourkoski	City of Normandy Park (Vice - Chair)
Ben Lane	Eastside/Woodinville/Duvall Fire & Rescue
Brian Culp	Fire District #27
Adrian Sheppard	Redmond Fire Department
Matt Cowan	Shoreline/Northshore Fire Department

**ABSENT**

Mike Bailey	City of Snoqualmie
James Knisley	Skykomish Fire District #50
Jay Wiseman	Snoqualmie Pass Fire

**NORCOM ATTORNEY**

Deanna Gregory	Pacifica Law Group
----------------	--------------------

**NORCOM TREASURER**

Michael Olson	City of Kirkland (Board Treasurer)
---------------	------------------------------------

**NORCOM STAFF**

Bill Hamilton	Executive Director
Katy Myers	Deputy Director
Roky Louie	Human Resources Manager
Marianne Deppen	Finance Manager
Jeremy Henshaw	Law Enforcement Liaison
Cory James	Fire Liaison
Andrew Johnson	Acting IT Manager
Nathan Way	Application & Security Architect
Maggie Johanson	Administrative Assistant
Ben Webb	Public Records & QA Specialist



**Meeting Minutes  
NORCOM Governing Board  
March 14, 2025**

○ **Call to Order**

Deputy City Manager Toni Call, Governing Board Chair, called the meeting to order at 9:00 a.m. The meeting was posted publicly and offered in a hybrid format, allowing the public to participate in person, telephonically, or by video remote access.

○ **Roll Call**

Deputy City Manager Call requested a roll call of the present Governing Board members. Ben Webb, Public Records & QA Specialist, reported a quorum.

○ **Open Communications from the Public**

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

○ **Consent Agenda**

- **Governing Board Meeting Minutes January 10, 2025**
- **Accounts Payable Report January & February 2025**

There was no discussion on any consent agenda items.

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

Motion carried.



## Meeting Minutes NORCOM Governing Board March 14, 2025

### ○ **Board Briefing**

- **2022/2023 Audit Exit Conference**

Director Hamilton introduced the topic of NORCOM's 2022/2023 Audit. Two members from the State Auditors' Office (SAO) joined us to present the audit results. SAO reported NORCOM received clean audits for the financial statement and accountability audits over fiscal years 2022 and 2023. The audits reviewed financial statements, operations compliance and safeguarding of public resources utilizing a risk based audit approach. The results from the audit will be available on the Washington state auditor's website. Deputy City Manager Call and the Board would like to thank Finance Manager Deppen, Director Hamilton and the NORCOM staff for their accountability of NORCOM's finances.

- **Strategic Plan Update**

Director Hamilton briefed the Board on the Strategic Plan, stating that NORCOM's strategic plan committee has been working hard. The initial RFP closed on February 14, 2025, and NORCOM received five proposals, which the committee reviewed. Three companies are moving forward to a presentation and interview process scheduled for March 24, 2025. Once the interviews are complete, the final candidate will be selected, and we will proceed with creating a strategic plan for NORCOM's future.

### ○ **Board Decision**

- **Resolution 219 – Amending the 2025 Budget**

Director Hamilton requested a Board decision on Resolution 219, which amends the 2025 Budget. Finance Manager Deppen reminded the Board that the 2025 budget had been approved in December 2024 with estimated beginning fund balances. She provided an overview of NORCOM's funds and final beginning fund balances after the close-out of 2024 activities. A presentation for recommended usage of carry forward funds was provided, which had already received by the Finance Committee. These adjustments will position NORCOM well for 2025 and future years.

Deputy City Manager Underwood made a motion to approve Resolution 219. Chief Magnan seconded the motion.

Motion carried.



**Meeting Minutes  
NORCOM Governing Board  
March 14, 2025**

- **Resolution 220 – Adopting the 2026 Budget Policy**

Director Hamilton requested a Board decision on Resolution 220 – 2026 Budget Policy. Finance Manager Deppen stated that the budget policy must be approved to initiate the budget development for 2026. During policy development discussions with the Finance Committee, it was agreed to continue to take a conservative approach for revenue development, to maintain personnel budgeting methodologies, and to use multi-year forecasting as it has been a beneficial tool for NORCOM. Resolution 220, along with the 2026 Budget Policy, was provided to the Governing Board.

Chief Sass made a motion to approve Resolution 220. Chief Culp seconded the motion.

Motion carried.

- **Other Business**

- Director Hamilton requested an update on recent visitors who have come to tour NORCOM. Fire Liaison James stated that we have had several visitors recently, and we encourage these visitations. He mentioned that a good time for our agencies to visit is for new employees, or when an employee is about to be promoted. A few visitors we have had recently are a group of Japanese Paramedics, Emerald Heights (in partnership with The Medic One Foundation), and Congressman Adam Smith's office.
- Director Hamilton reminded the Governing Board that Telecommunicator Week is April 13-19, thanked them for their support in the past, and stated we look forward to their support again this year.

- **Adjournment**

Deputy City Manager adjourned the meeting at 9:43.

The next Governing Board meeting is scheduled for April 11, 2025.



**Meeting Minutes  
NORCOM Governing Board  
March 14, 2025**

Approved by:

---

Chair

Attest:

---

Secretary



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 04/11/2025  
Subject: AP Reports March 2025

---

### Executive Summary:

NORCOM staff is asking that the Board review and approve these reports through consent. This action is routine in nature and the Finance Manager has reviewed all charges.

### Background:

These are routine reports produced monthly for Board review.

### Past Board or Other Related Actions:

N/A

### Policy and Strategic Implications:

N/A

### NORCOM Staff Recommendation:

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

### Staff Comments:

Nothing Additional

### Options

### Risks

Finance Committee Review: Yes

Legal Review: No

Joint Operations Board Review: No

---

### Attachments

March Accounts Payable Reports



## NORCOM

ACTIVITY MARCH 1, 2025, THROUGH MARCH 31, 2025

Accounts Payable, Payroll, Electronic and Manual Payments Totaling: \$1,437,118.25

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 March 31, 2025

	2025 Budget	March Activity	2025 Collected to Date	% collected	
Agency Revenue	15,985,470	3,996,368	\$ 7,992,736	50%	
Agency Reimbursements	215,000	17,799	\$ 34,575	16%	
Grants/Intergovernmental/Interest	275,000	11,612	\$ 34,520	13%	
Total	16,475,470	4,025,780	8,061,831	49%	
Transfers In	1,600,000	-	\$ -	0%	
Revenues + Transfers	18,075,470	4,025,779.57	8,061,831	45%	
<b>Expenses</b>					
	2025 Budget	March Activity	2025 Spending to Date	% used	Remaining Balance
Salaries & Wages - Regular	9,819,960	\$ 657,455	\$ 1,790,826	18%	8,029,134
Salaries & Wages - Overtime	584,422	\$ 59,253	\$ 134,415	23%	450,007
Professional Reimbursements	4,200	\$ 323	\$ 969	23%	3,231
Medical	1,481,774	\$ 107,401	\$ 319,720	22%	1,162,054
HSA Contributions	24,298	\$ 1,943	\$ 5,873	24%	18,425
Dental	100,512	\$ 7,162	\$ 21,210	21%	79,302
Vision	13,321	\$ 976	\$ 2,902	22%	10,419
Long-Term Care	7,848	\$ 558	\$ 1,665	21%	6,183
FSA Fees	1,740	\$ -	\$ 400	23%	1,340
Medicare	153,654	\$ 9,592	\$ 25,938	17%	127,716
MEBT	678,231	\$ 44,539	\$ 120,419	18%	557,812
PERS	995,880	\$ 29,706	\$ 81,629	8%	914,250
Washington FMLA	25,178	\$ 1,882	\$ 5,089	20%	20,089
Unemployment	74,815	\$ 7,615	\$ 20,588	28%	54,227
Workers Comp	33,589	\$ 2,173	\$ 5,726	17%	27,863
Total Personnel	13,999,421	930,577	\$ 2,537,368	18%	11,462,053
Advertising	15,000	\$ 1,393	\$ 8,395	56%	6,605
Bank Fees	50	\$ -	\$ -	0%	50
Cellular,Pager & Radio Svcs	24,540	\$ 1,844	\$ 5,268	21%	19,272
Computer Hardware-Non Capital	20,075	\$ -	\$ -	0%	20,075
Consumable Goods	21,095	\$ 431	\$ 1,783	8%	19,312
Dues & Memberships	15,205	\$ 200	\$ 11,249	74%	3,956
Equipment Leases	24,420	\$ 1,899	\$ 5,735	23%	18,685
Facility Lease	854,649	\$ -	\$ 54,704	6%	799,945
Financial Audit	29,492	\$ 1,878	\$ 19,613	67%	9,879
Hosted Services	274,301	\$ 80,427	\$ 107,144	39%	167,157
HR Services	113,453	\$ 465	\$ 11,399	10%	102,054
Insurance	168,750	\$ -	\$ -	0%	168,750
Legal Services	111,400	\$ 982	\$ 3,366	3%	108,034
Local Travel/Training/ Mileage	5,350	\$ 185	\$ 302	6%	5,048
Network Service	48,500	\$ 3,227	\$ 5,431	11%	43,069
Office Furniture	11,500	\$ -	\$ 12,677	110%	(1,177)
Office Supplies	6,650	\$ 328	\$ 792	12%	5,858
Operating Supplies	4,500	\$ 283	\$ 3,682	82%	818
Parking Lease	31,263	\$ 2,598	\$ 7,899	25%	23,364
Payroll Services	20,000	\$ 1,181	\$ 3,973	20%	16,027
Postage	1,000	\$ 85	\$ 125	13%	875
Printing	550	\$ 106	\$ 106	19%	444
Professional Services	195,205	\$ 4,005	\$ 5,085	3%	190,120
R&M - Network Equipment	466,702	\$ 39,624	\$ 141,959	30%	324,743
R&M - Office Equipment	2,500	\$ -	\$ -	0%	2,500
R&M - Software Maintenance	1,026,145	\$ 425,595	\$ 445,431	43%	580,715
Radio Site Lease	65,752	\$ 624	\$ 1,871	3%	63,881
Recruitment Supplies	2,000	\$ 33	\$ 33	2%	1,967
Small Tools & Minor Equipment	10,500	\$ 1,030	\$ 1,471	14%	9,029
Software/Licensing	89,458	\$ 1,589	\$ 40,923	46%	48,535
Telephone Services	14,250	\$ 1,910	\$ 7,026	49%	7,224
Training/Conf Registrations	15,000	\$ 353	\$ 1,018	7%	13,982
Training/Conf Registrations/ Travel	15,250	\$ 351	\$ 2,166	14%	13,084
Total Supplies & Services	3,704,506	572,625	\$ 910,626	25%	2,793,880
GRAND TOTAL	17,703,927	1,503,203	\$ 3,447,994	19%	14,255,933

**502- Capital Projects**

	2025 Budget	March Activity	2025 Spending to Date	% used	Remaining Balance
COOP: CAD Server RUBRICK	275,000	\$ -	\$ -	0%	275,000
Call Taking Protocol Systems	150,000	\$ -	\$ 382	0%	149,618
Console Replacement	105,870	\$ -	\$ 37,264	35%	68,606
Internet Resiliency	75,000	\$ -	\$ -	0%	75,000
CAD Radio Interface	157,683	\$ -	\$ -	0%	157,683
CAD to Nice	35,000	\$ -	\$ -	0%	35,000
Alpha Numeric Paging	494,772	\$ 4,594	\$ 41,066	8%	453,706
	1,293,325	4,594	78,712	6.1%	1,214,613

**503- Equipment Replacement:**

	2025 Budget	March Activity	2025 Spending to Date	% used	Remaining Balance
Desktops/Laptops/Phones	31,725	\$ -	\$ 11,577	36%	20,148
Network Costs	10,200	\$ -	\$ -	0%	10,200
Routers/Servers	153,200	\$ -	\$ 15,015	10%	138,185
Firewall	27,168	\$ -	\$ -	0%	27,168
	222,293	-	26,592	12.0%	195,701

**505-E 911 Escrow**

<b>Revenues:</b>					
	2025 Budget	March Activity	Collected to Date	% collected	
E-911 Escrow	1,500,000	-	\$ -	0%	
Investment Interest	-	-	\$ 5,696		
	1,500,000	-	\$ 5,696	0%	
<b>Expenditures:</b>					
	2025 Budget	March Activity	2025 Spending to Date	% used	Remaining Balance
Transfers Out	1,545,000	\$ -	\$ -	0%	1,545,000

**NORCOM Financial Summary**  
For Period Ending March 31, 2025

	2025 Amended Budget	Actual	Percent of Budget
<b><u>501 - Operating Fund</u></b>			
2025 Beginning Fund Balance	1,826,810	745,060	
Agency Revenue	15,415,807	\$ 3,853,952	25.00%
Other Revenue	490,000	\$ 69,095	14.10%
Transfers In	1,545,000	\$ -	0.00%
Revenue Collected	17,450,807	3,923,046	22.48%
Total Resources	19,277,617	4,668,106	
Personnel Expenditures	14,044,576	\$ 2,537,368	18.07%
Operating Expenditures	4,031,232	\$ 910,626	22.59%
Transfers Out	600,000	\$ -	0.00%
Total Expenditures	18,675,808	3,447,994	18.46%
<b>Available Fund Balance</b>	<b>\$601,809</b>	<b>\$ 1,220,112</b>	
<b><u>502 - Capital Projects Fund</u></b>			
2025 Beginning Fund Balance	653,756	\$135,573	
Agency Revenue	417,753	\$104,438	25.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	-	0.00%
Revenue Collected	617,753	104,438	16.91%
Total Resources	0	1,271,509	240,011
Expenditures	1,293,325	\$ 78,712	6.09%
Transfers Out	-	\$ -	0.00%
Total Expenditures	1,293,325	78,712	6.09%
<b>Available Fund Balance</b>	<b>-\$21,816</b>	<b>\$161,299</b>	
<b><u>503 - Equipment Replacement Reserve</u></b>			
2025 Beginning Fund Balance	133,324	\$133,324	
Agency Revenue	151,910	\$37,978	25.00%
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	200,000	-	0.00%
Revenue Collected	351,910	37,978	10.79%
Total Resources	485,234	171,302	
Expenditures	222,293	\$ 26,592	11.96%
Transfers Out	-	-	0.00%
Total Expenditures	222,293	26,592	11.96%
<b>Available Fund Balance</b>	<b>\$262,941</b>	<b>\$144,709</b>	

	2025 Amended Budget	Actual	Percent of Budget
<b><u>504 - Operating Expense Reserve</u></b>			
2025 Beginning Fund Balance	\$ 200,751	\$200,751	
Investment Interest	\$ -	-	0.00%
Other Revenue	\$ -	-	0.00%
Transfers In	\$ 100,000	-	0.00%
Revenue Collected	100,000	-	0.00%
Total Resources	300,751	200,751	
Operating Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
<b>Available Fund Balance</b>	<b>\$300,751</b>	<b>\$200,751</b>	
<b><u>505 - E-911 Escrow Trust</u></b>			
2025 Beginning Fund Balance	\$185,517	\$185,517	
Operating Revenue	1,500,000	\$ -	0.00%
Investment Interest	-	5,696	0.00%
Revenue Collected	1,500,000	5,696	0.38%
Total Resources	1,685,517	191,213	
Expenditures	-	-	0.00%
Transfers Out	1,545,000	-	0.00%
Total Expenditures	1,545,000	-	0.00%
<b>Available Fund Balance</b>	<b>\$140,517</b>	<b>\$191,213</b>	
<b><u>506 - Rate Stabilization Reserve</u></b>			
2025 Beginning Fund Balance	\$1,114,855	\$1,114,855	
Investment Interest	-	-	0.00%
Non-Operating Revenue	-	-	0.00%
Transfers In	100,000	-	0.00%
Revenue Collected	100,000	-	0.00%
Total Resources	1,214,855	1,114,855	
Expenditures	-	-	0.00%
Transfers Out	-	-	0.00%
Total Expenditures	-	-	0.00%
<b>Available Fund Balance</b>	<b>\$1,214,855</b>	<b>\$1,114,855</b>	

# Accounts Payable

## Checks by Date - Detail by Check Date

User: mryerson  
Printed: 3/31/2025 9:15 PM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
ACH	120	ADP	03/07/2025	
	PPE 03022025	Accrued Wages - PPE 03022025		242,753.70
	PPE 03022025	Accrued Employment & WACares - PPE 03022025		4,917.87
	PPE 03022025	Federal Taxes - PPE 03022025		38,915.97
	PPE 03022025	Garnishments Payable - PPE 03022025		487.85
	PPE 03022025	FMLA Taxes - PPE 03022025		3,283.89
	PPE 03022025	Medicare Payable - PPE 03022025		9,533.45
Total for this ACH Check for Vendor 120:				299,892.73
ACH	131	HEALTH EQUITY	03/07/2025	
	PPE 03022025	HSA Contributions - PPE 03022025		1,474.97
Total for this ACH Check for Vendor 131:				1,474.97
ACH	132	WILMINGTON TRUST	03/07/2025	
	PPE 03022025	MEBT Contributions - PPE 03022025		43,882.28
Total for this ACH Check for Vendor 132:				43,882.28
ACH	133	DEPT OF RETIREMENT SYSTEMS	03/07/2025	
	PPE 03022025	PSERS Contributions - PPE 03022025		31,118.25
	PPE 03022025	PERS Contributions - PPE 03022025		23,812.65
	PPE 03022025	DRS DCP Contributions - PPE 03022025		819.37
Total for this ACH Check for Vendor 133:				55,750.27
ACH	785	NAVIA BENEFITS SOLUTIONS	03/07/2025	
	03042025	FSA Disbursement - 03042025		53.51
Total for this ACH Check for Vendor 785:				53.51
ACH	837	ADP PHYSICAL CHECK	03/07/2025	
	PPE 03022025	Check #156 - PPE 03022025		4,372.74
Total for this ACH Check for Vendor 837:				4,372.74
21447	675	ICMA-RC VANTAGEPOINT TRANSFER	03/07/2025	
	PPE 03022025	ICMA 457 Contributions - PPE 03022025		4,818.92
Total for Check Number 21447:				4,818.92
21448	569	NORCOM ASSOCIATED GUILD	03/07/2025	
	MARCH25	NAG Dues - March 2025		1,998.00
Total for Check Number 21448:				1,998.00
21449	673	PUBLIC SAFETY EMPLOYEES UNION	03/07/2025	
	MARCH25	PSEU Dues - March 2025		708.26
Total for Check Number 21449:				708.26

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
Total for 3/7/2025:				412,951.68
ACH	120 685053117	ADP Workforce Now Payroll Solution Bundle PPE 03	03/14/2025	479.77
Total for this ACH Check for Vendor 120:				479.77
ACH	131 xe4i7ne	HEALTH EQUITY HSA Admin Fee - March	03/14/2025	43.45
Total for this ACH Check for Vendor 131:				43.45
ACH	692 02282025	ZIPLY FIBER Telephone Services ACCT# 6115	03/14/2025	100.73
Total for this ACH Check for Vendor 692:				100.73
21451	718 11451961	ACCESS CORP Shredding Services - February	03/14/2025	207.28
Total for Check Number 21451:				207.28
21452	364 02272025	AT&T Cellular Services ACCT# 7817	03/14/2025	197.52
Total for Check Number 21452:				197.52
21453	3 02282025	AT&T MOBILITY Cellular Services ACCT# 6980	03/14/2025	149.41
Total for Check Number 21453:				149.41
21454	710 INV027320	BRCK INC Telephone Services ACCT# S00166571	03/14/2025	672.91
Total for Check Number 21454:				672.91
21455	11 52134 52134 52136	CITY OF BELLEVUE Monthly Parking Spaces - March Monthly Parking Spaces - March Fiber Usage Rental Fee - March	03/14/2025	449.42 1,386.51 477.00
Total for Check Number 21455:				2,312.93
21456	18 INV2971708 INV2972780	COPIERS NORTHWEST Fire Agency Boundary Map X2 Copier Lease - February	03/14/2025	105.63 26.22
Total for Check Number 21456:				131.85
21457	324 60841-10	CRISTA MINISTRIES Tower Rental - March	03/14/2025	623.68
Total for Check Number 21457:				623.68
21458	447 SE-234116	FIRST CHOICE COFFEE SERVICES Ice Machine Rental - March	03/14/2025	121.22
Total for Check Number 21458:				121.22
21459	252	KING COUNTY FINANCE	03/14/2025	

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	11015614	KCIT INET Other MISC SVC - February		750.00
			Total for Check Number 21459:	750.00
21460	557 11535945	LANGUAGE LINE SERVICES Over-The-Phone Interpretation - February	03/14/2025	218.66
			Total for Check Number 21460:	218.66
21461	586 2025-03	MEYDENBAUER CENTER Construction Employee Parking - March	03/14/2025	1,950.00
			Total for Check Number 21461:	1,950.00
21462	331 03032025	ZEB MIDDLETON Mileage Reimbursement - February	03/14/2025	78.96
			Total for Check Number 21462:	78.96
21463	725 12929	PULSEPOINT FOUNDATION Annual Subscription & Maintenance 5.26.25 -5.2	03/14/2025	19,818.00
			Total for Check Number 21463:	19,818.00
21464	711 2927	SHIELD ASSESSMENTS Pre-Employment Psychological Evaluation X1 -	03/14/2025	465.00
			Total for Check Number 21464:	465.00
21465	772 8103	SNO911 ADCOMM Cost Share - Paging System Project	03/14/2025	4,593.79
			Total for Check Number 21465:	4,593.79
21466	555 L167367	STATE AUDITOR'S OFFICE Financial & Accountability Audit - February	03/14/2025	1,877.85
			Total for Check Number 21466:	1,877.85
21467	366 02222025	T MOBILE Cellular Services ACCT# 8760	03/14/2025	37.42
			Total for Check Number 21467:	37.42
21468	826 INV016775	TRALIAN OPERATING, LLC Wokplace Harassment Prevention Training	03/14/2025	2,369.30
			Total for Check Number 21468:	2,369.30
21469	499 130-154904	TYLER TECHNOLOGIES New World Software Maintenance 5.01.25 - 10.3	03/14/2025	346,268.82
			Total for Check Number 21469:	346,268.82
			Total for 3/14/2025:	383,468.55
ACH	120 686058389 PPE03162025 PPE03162025 PPE03162025	ADP ADP Payroll & Workforce NOW Services Garnishments Payable - PPE03162025 Accrued Wages - PPE03162025 Federal Taxes - PPE03162025	03/28/2025	700.73 487.85 245,607.95 39,472.53

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	PPE03162025	Accrued Employment & WACares - PPE031620		4,952.25
	PPE03162025	FMLA Taxes - PPE03162025		3,325.09
	PPE03162025	Medicare - PPE03162025		9,651.05
Total for this ACH Check for Vendor 120:				304,197.45
ACH	131	HEALTH EQUITY	03/28/2025	
	PPE03162025	HSA Contributions - PPE03162025		1,474.97
Total for this ACH Check for Vendor 131:				1,474.97
ACH	132	WILMINGTON TRUST	03/28/2025	
	PPE03162025	MEBT Contributions - PPE03162025		46,116.07
Total for this ACH Check for Vendor 132:				46,116.07
ACH	133	DEPT OF RETIREMENT SYSTEMS	03/28/2025	
	PPE03162025	PSERS Contributions - PPE03162025		31,579.59
	PPE03162025	PERS Contributions - PPE03162025		24,607.02
	PPE03162025	DRS DCP Contributions - PPE03162025		821.44
Total for this ACH Check for Vendor 133:				57,008.05
ACH	134	COLONIAL LIFE	03/28/2025	
	APRIL25	Supplemental Insurance Premiums - April 2025		1,112.35
Total for this ACH Check for Vendor 134:				1,112.35
ACH	140	RELIANCE STANDARD	03/28/2025	
	APRIL25	L/LTD Insurance Premiums - April 2025		1,647.88
Total for this ACH Check for Vendor 140:				1,647.88
ACH	327	ASSOCIATION OF WASHINGTON CITIZI	03/28/2025	
	APRIL25	Vision Insurance Premiums - April 2025		1,049.92
	APRIL25	Dental Insurance Premiums - April 2025		7,804.72
	APRIL25	Medical Insurance Premiums - April 2025		113,495.30
Total for this ACH Check for Vendor 327:				122,349.94
ACH	630	SITECRAFTING INC	03/28/2025	
	45652	Managed Website Hosting - March		99.00
Total for this ACH Check for Vendor 630:				99.00
ACH	67	DEPT OF REVENUE	03/28/2025	
	FEB25	Meydenbayer Parking - Excise Tax February 202		198.90
Total for this ACH Check for Vendor 67:				198.90
ACH	75	US BANK CORPORATE PAYMENT SYS	03/28/2025	
	02102025	HR Recruitment Supplies		16.55
	02102025	HR Recruitment Supplies		16.57
	02112025	Zoho Corp - ManageEngine Certification Traininr		54.00
	02112025	Amazon - Note Pads, Laminating Pouches & Ma		125.46
	02122025	Office Depot - Dry Erase Markers x3		66.97
	02122025	Amazon - File Folders & Storage Bins		50.02
	02132025	Amazon - Certificate Frame & Dry Erase Marke		69.31
	02142025	Amazon - Certificate Frame Refund		-32.83
	02142025	Amazon - Conductor Reverse Wired Telephone C		112.17
	02192025	UPS Store - Book Of Stamps X3		58.50
	02192025	UPS Store - Certified Letter Fee		17.87

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	02222025	Water Delivery		6.80
	02222025	SparkHire - Job Advertising		329.50
	02232025	SimpleInOut Subscription - March		19.99
	02242025	Doodle Subscription - March		14.95
	02262025	MRSC Rosters Annual Membership		135.00
	02262025	Voip Supply - Poly Cable x20		342.90
	02272025	Costco - Lysol Wipes & Batteries		36.38
	02272025	KudoBoard - TC Week		9.91
	02272025	Counseling Team - Basic Peer Support Training ]		299.00
	02272025	FBI National Academy Associates - Annual Men		65.00
	02272025	Costco - Coffee		181.94
	02282025	Amazon - Coffee Creamer		26.50
	02282025	Amazon - Dry Erase Cleaner		20.72
	02282025	Alaska Air - Basic Peer Support Training Airfare		246.61
	02282025	Amazon - Wet Erase Markers		28.35
	03012025	Google - YouTube TV 4K		5.49
	03022025	Indeed - Job Advertising		511.42
	03022025	Google - YouTube TV		91.45
	03022025	Amazon - Badge Holder Reels		36.34
	03022025	Amazon - Speaker Cables & Audio Encoder		462.69
	03022025	Amazon Web Services - CADLite Hosting		428.62
	03042025	Water Delivery		228.42
	03042025	USPS - Certified Letter		8.95
	03062025	Home Depot - Water Heater Drain Pan		28.61
	03062025	Amazon - iPhone Case		13.21
	03062025	Amazon - TC Week Decoration Supplies		85.88
	03072025	Amazon - Dual Monitor Stand		55.09
	03072025	NW Trophy - Award Plaques x4		73.28
	03072025	Amazon - Ground Loop Noise Isolator		9.86
	03072025	Amazon - Cable, Adaptor & Audio Volume Cont		34.57
	03082025	Indeed - Job Advertising		551.74
Total for this ACH Check for Vendor 75:				4,943.76
ACH	785	NAVIA BENEFITS SOLUTIONS	03/28/2025	
	03182025	FSA Disbursement - 03182025		1,060.00
	03252025	FSA Disbursement - 03.25.2025		648.48
Total for this ACH Check for Vendor 785:				1,708.48
ACH	837	ADP PHYSICAL CHECK	03/28/2025	
	PPE03162025	Check 1 - PPE03162025		4,015.98
	PPE03162025	Check 2 - PPE03162025		2,300.10
Total for this ACH Check for Vendor 837:				6,316.08
21470	482	3R TECHNOLOGY	03/28/2025	
	INV-17314	Shredding Services		220.25
Total for Check Number 21470:				220.25
21471	8	CENTURYLINK	03/28/2025	
	03112025	Cellular Services ACCT# 5208		918.01
Total for Check Number 21471:				918.01
21472	9	CENTURYLINK	03/28/2025	
	728656948	Cellular Services ACCT# 5571		6.78
Total for Check Number 21472:				6.78



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
21473	11	CITY OF BELLEVUE	03/28/2025	
	52174	Community Connectivity Annual Fee		1,500.00
	52174	Community Connectivity Annual Admin Fee		150.00
Total for Check Number 21473:				1,650.00
21474	18	COPIERS NORTHWEST	03/28/2025	
	FEB2025	Daily Mail Pick-Up Services - February		352.64
	INV2977155	Daily Mail Pick-Up Services - March		352.64
	JAN2025	Daily Mail Pick-Up Services - January		352.64
Total for Check Number 21474:				1,057.92
21475	751	FISHER BROYLES, LLP	03/28/2025	
	777308	Legal Services - RAADAR		854.25
Total for Check Number 21475:				854.25
21476	675	ICMA-RC VANTAGEPOINT TRANSFER	03/28/2025	
	PPE03162025	ICMA 457 Contributions - PPE03162025		5,069.04
Total for Check Number 21476:				5,069.04
21477	585	IVOXY CONSULTING LLC	03/28/2025	
	KFJMI18275	vSphere Enterprise Plus - 3.31.25 - 3.30.26		59,508.00
Total for Check Number 21477:				59,508.00
21478	741	PACIFIC NORTHWEST GIGAPOP	03/28/2025	
	NOR0225	Internet Services - February		500.00
Total for Check Number 21478:				500.00
21479	840	LARISSA PAISLEY	03/28/2025	
	03052025	Mileage Reimbursement - CTO Class		106.40
	03052025	Per Diem - CTO Class		104.00
Total for Check Number 21479:				210.40
21480	712	SUMMIT LAW GROUP PLLC	03/28/2025	
	161774	Legal Services - Employment		127.50
Total for Check Number 21480:				127.50
21481	74	UNUM	03/28/2025	
	APRIL25	Long Term Care Insurance Premiums - April 202		644.00
Total for Check Number 21481:				644.00
21482	79	VERIZON WIRELESS	03/28/2025	
	610849565	Cellular Services ACCT# 471583790		1,453.25
Total for Check Number 21482:				1,453.25
21483	87	WA STATE PATROL	03/28/2025	
	00184735	Access User Fee - Q1 2025		18,000.00
Total for Check Number 21483:				18,000.00
21484	88	WELLS FARGO FINANCIAL LEASING	03/28/2025	
	5033595492	Copier Lease - March		1,751.87

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 21484:	1,751.87
21485	543 50100431652	ZOHO Corporation Zoho Assist License 8X - 3.21.25 - 3.20.26	03/28/2025	1,553.82
			Total for Check Number 21485:	1,553.82
			Total for 3/28/2025:	640,698.02
			Report Total (59 checks):	1,437,118.25



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 04/11/2025  
Subject: 911 and 988 Collaboration Initiative

---

### Executive Summary:

NORCOM has begun exploratory work to support future collaboration between 911 and 988, with the goal of identifying safe, appropriate opportunities for warm transfers of behavioral health-related calls. This work is being done solely to support our partner agencies and will not result in any procedural or operational changes without full review, input, and agreement from those agencies. Key updates on our progress include:

- **Review of Triage Tools:** We are reviewing a variety of triage tools available from other agencies that have implemented transfers, and the Washington State 911 Office's draft triage cards intended to guide when and how a warm transfer to 988 may be appropriate. When a call may be appropriate for a 988 warm transfer. These materials are still in development. Our review is focused on understanding how these tools could be used to support agency-driven decision-making—not to mandate any transfer.
- **Engagement with Crisis Connections:** We have begun conversations with Crisis Connections, our regional 988 provider, to better understand their operational model and capacity. We are specifically exploring their ability to handle warm transfers in the future, should agencies determine this to be a desirable option.
- **Historical Call Data Review:** Our team is analyzing past 911 call data to estimate how many calls may have met draft triage criteria. This data will be used strictly for **internal planning purposes** to support discussions with agencies and ensure future decisions are informed by realistic expectations.

No warm transfer processes will be implemented without thorough discussion, review, and agreement from our partner public safety agencies. Each agency will have the opportunity to:

- Review the triage tools and our findings,
- Provide input into whether and how any calls meeting triage criteria should be handled, and
- Decide whether calls are more appropriately referred to 988 or should result in the dispatch of a response unit.

This collaboration is in its early stages, and we are proceeding thoughtfully to ensure that any transfer of calls maintains caller safety, supports mental health outcomes, and upholds our commitment to public service. We will continue to keep the Board informed as this work progresses.

Next steps:

Once our internal review and data analysis are complete, we will meet with agency leadership to:

- Share findings and materials,
- Discuss operational implications and agency preferences, and
- Co-develop a path forward that reflects the needs, staffing models, and clinical priorities of each agency.

We will keep the Board informed throughout the process and will bring forward any proposed recommendations or process updates only after full agency engagement.

**Background:**

NORCOM explored opportunities around the management of behavioral health-related calls within the 911 system upon the request of a few of our partner agencies in 2022 and early 2023.

As part of this exploration:

- NORCOM representatives traveled to Tucson, Arizona, to learn firsthand about their crisis call diversion and alternative response model.
- We also hosted a video conference with public safety partners from Eugene, Oregon, to learn more about the long-established CAHOOTS program and its integration with public safety dispatch.
- Internally, we developed flowcharts and conceptual models to represent how behavioral health triage could occur within our dispatch workflows and what different call outcomes might look like (e.g., response unit dispatch, referral to 988, or other alternatives).

Following these efforts, the Governing Board's prior direction was to:

- Monitor the embedded mental health responder pilot programs at Valley Communications Center and South Sound 911,
- Track proposed state legislation under consideration in the 2023 session that could impact 911 call triage or behavioral health response models, and
- Hold on implementing any changes until more was known about regional approaches, legislative direction, and the operational impact on local public safety agencies.

Our current work—reviewing triage systems, engaging 988 providers, and conducting data analysis—builds on this foundation and remains fully aligned with the Board's direction. These efforts are exploratory and intended to position NORCOM to support its agencies should they choose to pursue expanded behavioral health response options in the future.

**Past Board or Other Related Actions:**

N/A

**Policy and Strategic Implications:**

N/A

**NORCOM Staff Recommendation:**

The Governing Board hears the update and provides any direction for staff to proceed.

**Staff Comments:**

Nothing Additional

**Options**

**Risks**

**Finance Committee Review:** No

**Legal Review:** No

**Joint Operations Board Review:** No

---

**Attachments**

911 and 988 collaboration initiative

---

# 911 and 988 Collaboration Initiative



NORCOM 9-1-1

---

## Background and Status

- February 2023 board direction
  - Monitor embedded mental health responder pilot programs
  - Track proposed legislation
- Current work
  - Review of triage tools
  - Engagement with Crisis Connections
  - Historical Call Data Review

---

## Next steps

- Share findings and materials
- Discuss operational implications and agency preferences
- Co-develop a path forward that reflects the needs, staffing models, and priorities of NORCOM and our partner agencies





## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 04/11/2025  
Subject: Strategic Plan Brief & Approval of Service Contract/Consultant

---

### Executive Summary:

The NORCOM Governing Board had previously directed and empowered staff to develop and execute a Request for Proposal process to acquire Strategic Planning Consulting Services. The committee has selected Uncommon Bridges as the project consultant. Consistent with the Board's direction, NORCOM staff have reached a tentative agreement with Uncommon Bridges to provide the services for \$149,000, which is within the approved project budget. Staff seek Board approval to execute the Professional Services Agreement.

The proposed Agreement, NORCOM RFP #2024-1, and the Uncommon Bridges responsive proposal are included for Board review.

### Background:

NORCOM lacks a strategic plan to inform and guide future vision, growth, service levels, and related decisions. At the Governing Board's direction, a process was developed to identify the project scope and acquire strategic planning development consulting services. Uncommon Bridges has been identified as the preferred consultant.

### 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 of the related professional services agreement..

### Staff Comments:

Nothing Additional

### Options

### Risks

### Finance Committee Review: Yes

The Finance Committee is aware of this project. If approved, the project cost noted within the Professional Services Agreement is within the approved budget.

### Legal Review: No

**Attachments**

Strategic Plan Update

Strategic Plan RFP

Uncommon Bridges RFP Proposal

DRAFT Contract for Professional Services

---

# Strategic Plan Update



NORCOM 9-1-1

---

# Board Direction and Vision

Develop a strategic plan with a clear, achievable vision that informs, defines and guides future needs and decisions.



---

## Team Driven Approach

### Strategic Plan Steering Team

- The Team will assist in the development of the Strategic Plan RFP, the selection of the consultant and provide recommendations to the Board
- The Steering Team's role would be participatory, advisory and representative of Board interests

---

# Strategic Planning Committee

Develop goals, objectives, scope, process and consultant recommendation.

## Committee Members

- Toni Call, City of Bothell, CMO
- Brian Culp, Fall City FD
- Kyle Kolling, City of Clyde Hill PD
- Adrian Sheppard, City of Redmond FD
- Julie Underwood, City of Kirkland, CMO
- Dan Yourkoski, City of Normandy Park PD

---

## NORCOM Staff

NORCOM leadership will provide for the execution of the services agreement, coordinate stakeholder activities with consultant, facilitate data needs, provide updates to the Board



---

## Timeline Check-In

- The RFP closed on February 14, 2025
- 5-firms responded with formal proposals
- The sub-committee met to evaluate the proposals
- 3-firms invited to participate in a presentation and interview/Q&A process
- Post process, consulting firm selection made by Committee
  - Uncommon Bridges (UB)
- Professional Services Agreement has been reached w/UB
- Submitted to the Governing Board for approval to execute.



---

## Discussion and Decision

- Tentative Professional Services Agreement has been reached
- Staff seeks approval to execute Professional Services Agreement
- Next steps-Kick Off Meeting





# REQUEST FOR PROPOSALS – STRATEGIC PLAN

For North East King County Regional Public Safety  
Communications Agency

RFP # 2024-1

**Release date:** December 27, 2024

**Date Due:** 3:00 PM Friday, February 14,  
2025

## Contents

Introduction .....	2
Project Description.....	2
Scope of Work.....	2
Term.....	3
Timeline.....	3
Proposal Due .....	3
Proposal Submittal Procedures.....	3
Response Requirement and Format .....	4
Selection and Award .....	5
Evaluation Criteria.....	5
Questions and Inquiries .....	5
Contact.....	6
Appendix of Attachments .....	7
A. Scope of Work.....	7
B. Sample Agreement.....	8
C. Insurance.....	15

## Introduction

North East King County Regional Public Safety Communications Agency (NORCOM), a Washington Interlocal governmental agency, is requesting proposals for Strategic Plan development consulting services. NORCOM's needs are outlined in the following Request for Proposal (RFP).

NORCOM, a 9-1-1 Public Safety Answering Point and Dispatch Center located in Bellevue, Washington, was founded in 2007 by an Interlocal agreement. NORCOM currently serves 14 Fire Agencies and 8 Law Enforcement Agencies. NORCOM handles emergency, fire, police, and medical calls and provides dispatch services for a service area of approximately 662 square miles of North King County. NORCOM requires that no person or entity shall, on the grounds of race, religion, color, national origin, sex, age, marital status, political affiliation, sexual orientation, or the presence of any sensory, mental, or physical disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. NORCOM further assures that every effort will be made to ensure non-discrimination in all its programs and activities, whether those programs are federally funded or not.

## Project Description

NORCOM is interested in partnering with a consultant to prepare a Strategic Plan and needs assessment. The project is anticipated to be an inclusive and collaborative process that provides a picture of how NORCOM fits within the state of 911 in Washington State and develop plans to address expansion related to projected population growth, evolving services (e.g., mental health), and changing demands (e.g., customer expectations of service and IT support services).

The project will be guided by a Strategic Plan Steering Team that includes NORCOM staff from various departments, and representatives of NORCOM stakeholders. Communications and correspondence will be conducted in various methods including in-person meetings, emails, or virtual meetings. These participants will work closely with the consultant team throughout the process and ensure the momentum of the Strategic Plan Project.

## Scope of Work

Tasks of this project include:

- Environmental scan of the state of 911 in Washington
- Identification of NORCOM customers (current and future)
- Assess current organizational structure and operations
- Identify the gaps in current services or capabilities
- Develop a roadmap for NORCOM future services
- SWOT analysis
- Analysis of infrastructure needs for alignment with current and future service delivery goals and expectations
- Evaluate the current financial model for its alignment with the agency's needs and goals
- Data analysis to include but not limited to
  - Call volume and dispatched calls for service
  - Workload drivers
  - Staffing levels
  - Retention/attrition drivers
  - Population projections

- Satisfaction with NORCOM's service

Attachment A has a detailed list of tasks and deliverables for the scope of project.

The NORCOM Governing Board has authorized staff to proceed with this RFP.

## Term

The contract will be from approximately March 2025 to December 2025. The contract resulting from this RFP shall remain in effect until completion and a final payment of the services described in the Contract unless terminated earlier per NORCOM's contractual policies. NORCOM reserves the right to terminate this Contract at any time upon 30 days written notice to the consultant.

## Timeline

Milestone	Date
RFP Announced	December 27, 2024
Deadline to Submit RFP	February 14, 2025
Evaluations of Proposals	February 21, 2025
Interviews	Approx. March 2025
Consultant Selected	March 14, 2025
Execution of Contract	March 21, 2025
Project Kickoff	March 24, 2025

## Proposal Due

Proposals are due to NORCOM's Finance Manager no later than Friday, February 14, 2025 at 3:00 PM

Late proposals will not be considered for award of contract.

NORCOM reserves the right to reopen the solicitation if there are no proposals acceptable to NORCOM due to this solicitation. Any changes or amendments to this solicitation will be immediately posted to the NORCOM's website, and any previous submitter(s) will be allowed to rescind and resubmit their application(s).

## Proposal Submittal Procedures

We encourage that the responses be submitted by email. Emailed responses should include "NORCOM Strategic Plan" in the subject line and be addressed to: [mdeppen@norcom.org](mailto:mdeppen@norcom.org). (Emailed responses must be in PDF format and cannot exceed 20MB). As an alternate to email, responses can be shared through a cloud service provider of the respondent's choice or mailed or delivered to:

NORCOM  
Attn: Marianne Deppen – Strategic Plan  
PO BOX 50911  
Bellevue, WA 98015

The respondent is responsible for covering all expenses incurred in creating a response to this RFP, and NORCOM is not liable for any costs. The respondent must bear all costs of preparing and presenting the

written and oral submissions. Any response and accompanying documentation submitted will become the property of NORCOM and will not be returned. Responders can withdraw their proposals before the listed close date, provided they give a written notification to the designated NORCOM agent(s).

Submissions must include all necessary information and meet the requirements outlined in this RFP. A committee will assess all proposals submitted. NORCOM may request additional information or clarification from responding firms during the evaluation process.

### Response Requirement and Format

Proposals should be prepared in a straightforward, concise manner. Emphasis should be on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled.

Responses to this RFP must include the following:

- **Executive Summary:** Introduce your agency and showcase your understanding of the proposal and why you are interested in partnering with NORCOM. This section should also outline your approach, understanding, and strategy for completing the work.
- **Prior Experience:** provide a detailed summary of your prior experience in public safety communications. This summary should include, but not be limited to:
  - **Scope of experience:** describe specific projects or contracts completed within the public safety communications sector (e.g., 911 call centers, dispatch centers or related services.)
  - **Timeframe:** indicate the duration of the experience, specifying start and end dates for relevant projects.
  - **Relevance:** Explain how the previous work aligns with the scope of services requested in this RFP.
  - **Demonstrated Outcomes:** highlight measurable achievements or improvements resulting from your work in public safety communications.
- **A work plan** for completing the scope of work outlined in Appendix A
  - Timeline for each task
  - Brief description of tasks including anticipated stakeholders to involve and anticipated level of work by NORCOM staff
  - Ability of consultant to complete the project in view of dedicated staff, resources, and commitments to other projects.
- **Project budget:** provide a detailed budget that breaks down cost by phase or deliverable. If any expenses need to be included in your proposal, please list them as separate line items and indicate the total anticipated costs and nature of the expenses (ex. Supplies, lodging, meals, etc.)
- **References-** Please include a list of references (with contact name and telephone number) of at least three (3) projects completed within the last three years

Additionally, Consultants must make the proposals in the official name of the firm or individual under which business is conducted (showing official business address) and must be signed by a person duly authorized to legally bind the person, partnership, company, or corporation submitting the proposal. A corporation must indicate the place and date of incorporation.

## Selection and Award

All interested parties are requested to provide a response containing all required elements herein to NORCOM by the deadline given. A selection committee will review and evaluate all proposals, with the intention of selecting a consultant who provides a proposal that, in the opinion of NORCOM, provides the best value (receives the highest score, as determined by the evaluation criteria listed below). If the selection committee so chooses, respondents may be invited for an interview to supplement their submission.

### Evaluation Criteria

Criteria	Weight
Budget	10%
Understanding of needs	25%
Project approach	25%
Plan to collect quantitative data and qualitative data	25%
Experience	15%

**Budget (10%)** – provide a detailed budget proposal that justifies the proposed expenditures and demonstrate cost-effectiveness while meeting the project’s objectives.

**Understanding of Needs (25%)** - demonstrate a thorough understanding of the project’s goals, challenges, and specific requirements. Your proposal should articulate the project’s purpose and objectives clearly, highlighting any insights into its unique aspects.

**Project Approach (25%)** - describe your methodology and overall approach to successfully executing the project. This should include clear, feasible, and creative strategies to achieve the desired outcomes, as well as an outline of key steps and timelines.

**Plan to Collect Quantitative and Qualitative Data (25%)** - present a detailed plan for collecting and analyzing both quantitative and qualitative data. Include information about the tools, methods, and strategies you will use, ensuring they are rigorous, appropriate, and capable of producing actionable insights.

**Experience (15%)** - highlight your team’s relevant experience and qualifications. Provide examples of similar projects completed successfully, emphasizing your organization’s capability to deliver results within the proposed timeline and scope.

### Questions and Inquiries

Please direct any questions concerning this RFP or NORCOM’s requirements to the NORCOM agent(s) listed below. No other NORCOM official or employee is empowered to speak for NORCOM with respect to this request. Information obtained from any other source shall not be binding and may disqualify your response.

## Contact

Bill Hamilton

Executive Director

Email: [bhamilton@norcom.org](mailto:bhamilton@norcom.org)

Phone: 425-577-5586



## Appendix of Attachments

### A. Scope of Work

The following have been prepared as a detailed list of tasks and deliverables for the scope of project

Phase 1: Project Launch	Phase 2: Information Gathering	Phase 3: Strategic Plan Development	Phase 4: Plan Adoption
Key Phase Milestones			
<ol style="list-style-type: none"> <li>1. Steering Committee Group Workshop</li> <li>2. Governing Board presentation</li> </ol>	<ol style="list-style-type: none"> <li>1. Surveys/Interviews/Focus Groups of selected stakeholders and interest groups</li> <li>2. Regular meetings with Steering Committee</li> </ol>	<ol style="list-style-type: none"> <li>1. Regular meetings with Steering Committee</li> <li>2. Stakeholder engagement and review</li> </ol>	<ol style="list-style-type: none"> <li>1. Governing Board presentation</li> <li>2. Stakeholder presentations</li> </ol>
Key Phase Deliverables			
<ol style="list-style-type: none"> <li>1. Draft and final workplan and engagement strategy</li> <li>2. Phase 2 and 3 schedule</li> </ol>	<ol style="list-style-type: none"> <li>1. SWOT Analysis</li> <li>2. Survey/Interview/Focus Group findings</li> <li>3. Strategic plan recommendations</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft Strategic Plan</li> <li>2. Draft Implementation Plan</li> <li>3. Draft Monitoring Plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Final Strategic Plan</li> <li>2. Final Implementation Plan</li> <li>3. Final Monitoring Plan</li> </ol>

## B. Sample Agreement

### CONTRACT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is made and entered into this [Click here to enter day](#) day of [Click here to enter month](#), 2025, by and between North East King County Regional Public Safety Communications Agency (hereinafter referred to as NORCOM), and [Click here to enter text.](#), (hereinafter referred to as "CONSULTANT").

#### I. SERVICES BY CONSULTANT

- A. Performance of Services. The Consultant shall perform the services described in the Scope of Services, which is attached hereto as Attachment "A" and by this reference is incorporated herein. All Services will be rendered with the degree of skill and care exercised by members of Consultant's profession practicing under similar circumstances at the same time and in the same or similar locale and in compliance with all standards, policies, and rules reasonably established by NORCOM.
- B. Modification. NORCOM periodically may make changes to the Services that are within the general scope of the Contract, by giving the Consultant written notice of such changes. If any change results in an increase or a reduction in the work that was contemplated to be performed by the Consultant as described in Attachment "A", the Consultants compensation hereunder shall be modified accordingly

#### II. PAYMENT

- A. NORCOM will be paying the Consultant for such services a total amount of [Click here to enter amount](#).
- B. The Consultant shall maintain time and expense records, report them to NORCOM monthly and shall submit invoices to NORCOM monthly for payment of work performed to the date of the invoice. Invoices shall be in a format acceptable to NORCOM.
- C. NORCOM shall pay all invoices from the Consultant within 30 days of receipt of a properly completed invoice after approval of the Consultant's completed tasks/deliverables to the date of the invoice or monthly report, as appropriate.
- D. All records and accounts pertaining to this Contract are to be kept available for inspection by representatives of NORCOM for a period of three (3) years after final payment. Copies shall be made available to NORCOM upon request.
- E. If during the course of the Contract, the work performed does not meet the requirements set forth in the Contract, the Consultant shall correct or modify the work to comply with the Contract requirements and NORCOM shall have the right to withhold payment for such work until it meets the requirements of the Contract.

#### III. DISCRIMINATION AND COMPLIANCE WITH LAWS

- A. The Consultant agrees not to discriminate against any employee or applicant for employment or any other person in performance of this Contract because of race, color, creed, religion, gender, age, national origin, pregnancy, genetic information, marital status, sexual orientation (including gender identity), or the presence of any sensory, physical, or mental

disability, or other circumstance prohibited by federal, state, or local law or ordinance, except for a bona fide occupational disqualification.

- B. The Consultant shall comply with all current federal, state, and local laws and ordinances applicable to the work to be done under this Contract.
- C. Violation of this Section 3 shall be a material breach of this Contract and grounds for cancellation, termination or suspension of the Contract by NORCOM, in whole or in part, and may result in ineligibility for further work for NORCOM.

#### **IV. TERM AND TERMINATION OF CONTRACT**

- A. See Attachment "A" for term details.
- B. Term. This Contract shall remain in effect until completion of the services described in Attachment "A" and final payment therefor unless terminated earlier in accordance of section 4.C of this Contract
- C. Rights Upon Termination. This Contract may be terminated by either party without cause upon thirty days' written notice, in which event all finished or unfinished documents, reports, or other material or work of Consultant pursuant to this Contract shall be submitted to NORCOM, and the Consultant shall be entitled to just and equitable compensation at the rate set forth in Section 2 for any satisfactory work completed prior to the date of termination.
- D. Non-Interference with Business. During the course of the Consultant's performance of the Services for NORCOM and for period of twelve (12) months after the completion of such Services, the Consultant will not interfere with NORCOM's business in any manner, including without limitation, encouraging anyone to leave NORCOM's employ or encouraging any employee or independent Consultant to sever that person's relationship with NORCOM.

#### **V. OWNERSHIP OF WORK PRODUCT**

All data, materials, reports, memoranda and other documents developed under this Contract whether finished or not shall become the property of NORCOM, shall be forwarded to NORCOM at its request and may be used by NORCOM as it sees fit. NORCOM agrees that if it uses products prepared by the Consultant for purposes other than those intended in this Contract, it does so at its sole risk and it agrees to hold the Consultant harmless therefor.

#### **VI. GENERAL, ADMINISTRATION AND MANAGEMENT**

The director of the Department, or his/her designee, shall be NORCOM's representative, and shall oversee and approve all services to be performed, coordinate all communications, and review and approve all invoices, under this Contract.

#### **VII. INDEMNIFICATION AND HOLD HARMLESS**

- A. The Consultant shall protect, defend, indemnify and save harmless NORCOM, its officers, employees and agents from any and all costs, claims, judgments or awards of damages,

arising out of or in connection with the performance of this Agreement, including but not limited to the acts or omissions of the Consultant, its contractors, subcontractors, and/or the users of the Consultant's services and/or products, except for injuries and damages caused by the sole negligence of NORCOM. The Consultant agrees that its obligations under this subparagraph extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. In the event NORCOM obtains any judgment or award, and/or incurs any cost arising therefrom including attorneys' fees to enforce the provisions of this Section, all such fees, expenses, and costs shall be recoverable from the Consultant.

- B. NORCOM shall protect, defend, indemnify and save harmless the Consultant, its officers, employees and agents from any and all costs, claims, judgments or awards of damages, directly caused by the sole negligence of NORCOM. NORCOM agrees that its obligations under this subparagraph extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. In the event the Consultant obtains any judgment or award, and/or incurs any cost arising therefrom including attorneys' fees to enforce the provisions of this article, all such fees, expenses, and costs shall be recoverable from NORCOM.
- C. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and NORCOM, or each party's respective officers, officials, employees, and agents, the indemnifying party's liability hereunder shall be only to the extent of the indemnifying party's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the parties' waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.
- D. The Consultant will indemnify, defend, and hold NORCOM (and its elected officials, officers, employees, successors, assigns, insurers, licensees, distributors, independent Consultants, and agents) harmless from all claims, damages, losses, and expenses (including reasonable attorney's fee's incurred on such claims and in proving the right to indemnification) arising out of or resulting from any claim, action, or other proceeding that is based upon (a) the Consultant's breach of any obligations, representations, or warranties under the Contract, (b) the Consultant's outside business activities, or (c) the infringement or misappropriation by the Consultant of any foreign or United States patent, copyright, trade secret, or other proprietary right in results.

### **VIII. INSURANCE; RISK OF LOSS**

The Consultant shall maintain insurance that is sufficient to protect the Consultant's business against all applicable risks, as set forth in Attachment "B". The Consultant will cause the indemnified parties, as described in Section 7A and 7D, above, to be named as additional insureds on the policy required under the Contract and shall cause its insurance to be primary to any insurance carried by the indemnified parties. The Consultant will provide NORCOM with certificates of insurance and other supporting materials as NORCOM reasonably may request to evidence Consultant's continuing

compliance with this Section 8. The Consultant will be liable for all loss or damage, other than ordinary wear and tear, to NORCOM's property in the Consultant possession or control that is caused by the Consultant. In the event of any such loss or damage, the Consultant will pay NORCOM the full current replacement cost of such equipment or property within thirty (30) days after its loss or damage. Insurance shall be placed with Insurers with an AM Best rating of A-minus or higher

## **IX. INDEPENDENT CONTRACTOR**

- A. Nature of Relationship. The Consultant shall be and act as an independent contractor (and not as the employee, agent, or representative of NORCOM) in the performance of the Services for NORCOM. The Contract shall not be interpreted or construed as creating or evidencing an association, joint venture, partnership or franchise relationship among the parties or as imposing any partnership, franchise, obligation, or liability on any party. The Consultant will not represent himself/herself as an employee of NORCOM. The Consultant shall not be entitled to, and shall not attempt to, create or assume any obligation, express or implied, on behalf of NORCOM. So long as the Consultant is able to adequately perform all of the Consultant's obligations under the Contract in a skilled and workmanlike manner, the Consultant shall not be required to devote the Consultant's full time to the performance of the Services called for under the Contract, and it is acknowledged that the Consultant has other clients and/or offers services to the general public. Since the Consultant will not be an employee of NORCOM, the Consultant will not be entitled to any of the benefits that NORCOM may make available to its employees, such as but not limited to vacation leave, sick leave, or insurance programs, including group health insurance or retirement benefits; nor shall the Consultant permit or cause any of the Consultant's employees, agents or subcontractors to perform any services under the Contract in such a way as to cause or enable them to become, or claim to have become, employees, common law or otherwise, of NORCOM. In addition, the Consultant acknowledges that as an independent contractor, he/she/it and/or his/her/its agents, servants or employees are not eligible to recover worker's compensation benefits from or through NORCOM in the event of injury.
- B. Consultant Responsible for Taxes and Records. The Consultant will be solely responsible for and will file, on a timely basis, all tax returns and payment required to be filed with or made to any federal, state or local tax authority with respect to the Consultant's performance of the Services and receipt of fees under the Contract. The Consultant will be solely responsible for and must maintain adequate records of expenses incurred in the course of performing the Services under the Contract. No part of the Consultant's compensation will be subject to withholding by NORCOM for the payment of any social security, federal, state or any other employee payroll taxes; nor shall NORCOM be obligated to make any such withholdings and/or payments on behalf of any employee, subcontractors, supplier, or other person working for or engaged by the Consultant to perform the Consultant's obligations under the Contract. NORCOM will regularly report amounts paid to the Consultant by filing Form 1099-MISC with the Internal Revenue Service as required by law.

## **X. FUTURE SUPPORT**

NORCOM makes no commitment and assumes no obligations for the support of the Consultant's activities except as set forth in this Contract.

## **XI. GENERAL PROVISIONS**

- A. **Governing Law; Forum.** The Contract will be governed by the laws of Washington and its choice of law rules. The Consultant irrevocably consents to the exclusive personal jurisdiction and venue of the federal and state courts located in King County, Washington, with respect to any dispute arising out of or in connection with the Contract, and agrees not to commence or prosecute any action or proceeding arising out of or in connection with the Contract other than in the aforementioned courts.
- B. **Severability.** If any provision of the Contract is held to be invalid or unenforceable for any reason, the remaining provision will continue in full force without being impaired or invalidated in any way. NORCOM and the Consultant agree to replace any invalid provision with a valid provision that most closely approximates the intent and economic effect of the invalid provision.
- C. **Nonwaiver.** Any failure by NORCOM to enforce strict performance of any provision of the Contract will not constitute a waiver of NORCOM's right to subsequently enforce such provision or any other provision of the Contract.
- D. **No Assignment.** Neither the Contract nor any of the rights or obligations of the Consultant arising under the Contract may be assigned, without NORCOM's prior written consent. Subject to the foregoing, the Contract will be binding upon, enforceable by, and inure to the benefit of, the parties and their successors and assigns.
- E. **Notices.** All notices and other communications under the Contract must be in writing, and must be given by registered or certified mail, postage prepaid, or delivered by hand to the party to whom the communication is to be given, at its address set forth in this Contract.
- F. **Legal Fees.** In any lawsuit between the parties with respect to the matters covered by the Contract, the prevailing party will be entitled to receive its reasonable attorney's fees and costs incurred in the lawsuit, in addition to any other relief it may be awarded.
- G. **Counterparts.** The Contract may be signed in counterparts, each of which shall be deemed an original, and all of which, taken together, shall be deemed one and the same document.

## **XII. EXTENT OF CONTRACT/ MODIFICATION**

This Contract, together with the attachments and/or addenda, represents the entire and integrated Contract between the parties hereto with respect to the scope of work described herein and supersedes all prior negotiations, representations, or Contracts, either written or oral with respect to such scope of work. This Contract may be amended, modified or added to only by written instrument properly signed by both parties hereto.

## **XIII. SECURITY/BACKGROUND CHECKS**

If requested by NORCOM, the Consultant shall do all things necessary for NORCOM to fully conduct security and/or background investigations on the Consultant, its employees, sub consultants, and any other individuals performing work on behalf of Contractor under this Agreement at a time and frequency as NORCOM determines to be appropriate. Such investigations may include, but not be limited to, a criminal background check and fingerprinting. Failure to promptly comply with the required backgrounding process, and/or having insufficient qualified staff who have passed the backgrounding process, may result in immediate termination of the Contract at NORCOM's election. Such termination will not result in any costs, fees or liability to NORCOM. In no case shall

the Consultant, its employees, sub consultants, and any other individuals performing work on behalf of Consultant under this Agreement have access to facilities, records, or data files of NORCOM, or vulnerable adults or children in NORCOM programs without prior written approval from NORCOM.

IN WITNESS WHEREOF, the parties hereto have executed this agreement effective as of the day and year first above written.

**CONSULTANT**

By: \_\_\_\_\_  
Consultant Name

\_\_\_\_\_  
(Print Name)

Date: \_\_\_\_\_

**OWNER**

\_\_\_\_\_  
NORCOM

\_\_\_\_\_  
(Print Name, Title)

Date: \_\_\_\_\_



## **Contract Attachment A – Scope of Services and Compensation**

### **1. Services**

#### **1.1 General Description:**

- 1.2 Term of Contract: Consultant will begin providing services on, [Click here to enter a date.](#), or upon contract execution effective as of the last date written, whichever is later, and will complete services on [Click here to enter a date.](#) , however, Consultant shall not initiate, or otherwise begin work on any services covered by this Contract until notification to proceed is provided by NORCOM's designated personnel, as identified below.

This Contract shall remain in effect until completion of the services described in Attachment "A" and final payment therefor unless terminated earlier in accordance with Section 4.B. of this Contract.

- 1.3 Renewal of Contract: There is no renewal option on this contract

#### **1.4 Deliverable Items:**

- 1.5 Designated Personnel: Consultant's main point of contact at NORCOM will be [Click here to enter text.](#), or such other personnel as NORCOM may designate from time to time.

### **2. Compensation**

#### **2.1 Amount and Basis:**

Consultant will submit an invoice NORCOM for Services performed and reimbursable expenses. The invoice will be in a form and content reasonably acceptable NORCOM and will describe (a) the Services performed; (b) the number of hours expended performing the Services; and (c) any reimbursable expenses. Consultant will furnish such itemized receipts, documents and other supporting materials NORCOM reasonably may request to verify the contents of any invoice.



### C. Insurance

The Contractor shall procure and maintain for the duration of this Contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be paid by the Contractor. Insurance shall meet or exceed the following unless otherwise approved by NORCOM.

#### A. Minimum Insurance:

- Commercial General Liability coverage with limits not less than \$1,000,000 per occurrence/\$2,000,000 annual aggregate.
- Business Automobile Liability Coverage with limits not less than \$1,000,000 per accident for any auto.
- Stop Gap/Employer's Liability coverage with limits not less than \$1,000,000 per accident/disease.
- Technology Errors and Omissions (E&O) shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.
- Workers' Compensation coverage as required by the Industrial Insurance Laws of the State of Washington.

#### B. Self-Insured Retentions:

Self-insured retentions must be declared to NORCOM in writing.

#### C. Other Provisions

1. Commercial General Liability policies must be endorsed to:
  - a) include NORCOM, its officials, employees and volunteers as additional insureds,
  - b) Provide that such insurance shall be primary as respects any insurance or self-insurance maintained by NORCOM.
2. Contractor or its Insurance Agent/Broker shall notify NORCOM of any cancellation, or reduction in coverage or limits, of any insurance within seven (7) days of receipt of insurer's notification to that effect.

#### D. Acceptability of Insurers

Insurance shall be placed with Insurers with an AM Best rating of A-minus or higher.

#### E. Verification of Coverage:

Contractor shall furnish NORCOM with certificates of insurance required by this clause. The certificates are to be received and approved by NORCOM before work commences. NORCOM reserves the right to require complete, certified copies of all required insurance policies at any time.



uncommon  
**BRIDGES**  
reaching common ground

1932 1st Avenue, Suite 814  
Seattle, Washington 98101  
206.971.6030  
uncommonbridges.com

February 14, 2025

NORCOM

Attn: Marianne Deppen – Strategic Plan

PO BOX 50911

Bellevue, WA 98015

Via email: mdeppen@norcom.org

Re: Strategic Plan for North East King County Regional Public Safety  
Communications Agency (NORCOM)

Dear Marianne and selection committee members:

Uncommon Bridges specializes in public-sector strategic planning with a focus on organizational issues and implementation strategies. In association with Lora Ueland, IXP Corporation, and ECONorthwest (the Uncommon Bridges Team), we are pleased to submit this proposal to assist NORCOM in reflecting on progress and planning for the future.

Lora Ueland, who recently retired from Valley Communications Center after 40 years, will lead our team as Project Director, providing day-to-day client contact, team coordination, and outreach. From Uncommon Bridges, I will serve as Partner-In-Charge alongside Strategic Advisor Jaqueline Robinette who has completed dozens of strategic plans. We will all be supported by a project manager and a team of project associates at Uncommon Bridges. IXP Corporation is a public safety solutions company creating safer communities for local governments for over 20 years. ECONorthwest is the Pacific Northwest's largest economics consulting firm, with expertise in public sector funding stewardship. We all work together regularly, recently on strategic plans for King County Regional 911 System, Valley Com 911, Skagit 911, and several other 911 systems nationwide.

Together, we will help NORCOM efficiently and effectively assess its present, envision its future, and inspire everyone toward collective action. Paramount to the process will be to identify gaps in services, address growth challenges due, and evolving service demands (e.g., behavioral health), and develop a strategic plan that provides for the next generation of NORCOM and ensures continued high-quality public safety services.

Uncommon Bridges was incorporated in Washington in 2009 as BDS Planning & Urban Design. We have significant and relevant experience in facilitating critical relationships with public safety organizations. On the following pages, we include our experience and offer a suggested approach to completing a strategic plan.

Our team is motivated to offer NORCOM:

- ✓ Extensive familiarity with regional public safety communications networks, governance, funding, operations, and relationships;
- ✓ Vast experience in public sector management, strategic planning, and facilitation; and
- ✓ A track record of on-time and on-budget performance with high client satisfaction.

Should you have any questions, please contact me at 206.971.6360 or brian@uncommonbridges.com.

Sincerely,

Brian Douglas Scott, Ph.D.  
Managing Partner

# Executive Summary

## FIRM INTRODUCTIONS

Uncommon Bridges was founded (as *BDS Planning & Urban Design*) in 2009 to build consensus and unlikely coalitions around complex issues. We build vibrant and just communities through consensus leadership, inclusive process, impactful organizations, and meaningful places.

The firm's partners are its founder, Brian Scott, as well as Noel Frame, Andrés Mantilla, and Ishmael Nuñez. We have 16 staff members based in our Seattle office. Strategic planning and organizational development for public agencies are a significant portion of our work, with public safety communications a specialty area.



**Inclusive Process:** We specialize in planning that is participatory, comprehensive, strategic, and implementable. We strive to amplify racial, environmental, and social justice to empower diverse communities.

**Consensus Leadership:** We have a knack for finding common ground between voices that are not typically allied. We help clients work through conflicts and build strong coalitions, often among unlikely partners, around challenging public decisions and policy initiatives.

**Impactful Organizations:** Figuring out how to get things done is just as much fun as coming up with the ideas in the first place. Uncommon Bridges is known for dynamic strategic planning, and molding organizations to ensure implementation and lasting change.

**Meaningful Places:** Special places don't happen by accident. We help local clients curate the histories, stories, and experiences of their places to support unique community needs and elevate everyone's experience.

We are joined by **Lora Ueland**, with a long career in 911 leadership, **IXP Corporation**, with its nationwide reputation as a top-notch public safety consultant and facility operator, and **ECONorthwest**, with its specialty in cost-benefit and fiscal analysis for public agencies.

### Lora Ueland

Lora Ueland served Valley Communications Center in Kent, Washington for 40 years as a Dispatcher, Supervisor, Operations Manager, and Executive Director until her 2024 retirement. She was also Board Chair of Puget Sound Emergency Radio Network (PSERN) and King County E-911 Regional Advisory Governance Board (RAGB) and Co-Chair of King County's E-911 Strategic Plan. Lora is a regular collaborator with Uncommon Bridges.

### IXP Corporation

IXP Corporation (IXP) is a public safety solutions company providing consulting, technology integration, and managed services to create safer communities for local governments. For 20 years, IXP has served clients throughout the country with a team of former agency executives and command officers in emergency communications, law enforcement, firefighting, and emergency medical services who are some of the most experienced public safety professionals in the country.



## ECONorthwest

ECONorthwest is a 40-year-old consulting firm based in the Pacific Northwest that specializes in economics, finance, and planning. ECONorthwest has successfully completed many strategic plans for government agencies, including several with Uncommon Bridges and IXP.



**Uncommon Bridges** will be the prime consultant, with responsibility for managing the process, facilitating key meetings, consensus building, distributing surveys to measure satisfaction with NORCOM's service, providing interim progress briefs based on input and analysis, and produce compelling strategic, implementation, and monitoring plans. Lora Ueland will bring almost 40 years of 911 call center experience to her role as Project Director to engage key stakeholders, coordinate the team's efforts and be primary point of contact for NORCOM. ECONorthwest and IXP are available to analyze benefits and costs, revenue models, operations, technology, and other specific issues as needed.

## KEY PERSONNEL

Each of the Uncommon Bridges' team members understand the complexities of 911 call centers and regional systems, having successfully delivered a dozen such projects. Our broad experience with public agencies, both locally in the Pacific Northwest and nationally, will provide the support and guidance needed to craft a strategic plan that addresses NORCOM's unique challenges and opportunities.



**Brian Douglas Scott** (he/him) will serve as **Partner-In-Charge**, lead facilitator, and project manager, with ultimate responsibility for all aspects of the project. Brian's 40+ year career has been about building consensus toward sustainable organizations. He has led scores of strategic planning efforts for dozens of public agencies, including 911 call centers in Washington, Oregon, and Iowa. He holds a Ph.D. in Urban Studies from Portland State University.



**Lora Ueland** (she/her) will serve as **Project Director**, coordinating the team's effort, leading stakeholder engagement, and providing day-to-day client contact. Lora served Valley Communications Center for 40 years as a Dispatcher, Supervisor, Operations Manager, and Executive Director until her 2024 retirement. In addition, she was Board Chair of Puget Sound Emergency Radio Network (PSERN) and King County E-911 Regional Advisory Governance Board (RAGB) and Co-Chair of King County's E-911 Strategic Plan.



**Jacqueline Robinette** (she/her) will serve as the **Strategic Advisor**. She is Uncommon Bridges' Organizational Development Lead. With more than 10 years of experience in strategic planning and change management, she has facilitated strategic plans throughout the Pacific Northwest and across the country. She is an expert in helping clients navigate challenging issues and processes, fostering consensus, establishing decision-making frameworks, and prioritizing for implementation. She holds a Master's in Public Administration from the University of Washington.



**Kevin Kearns** (he/him) is IXP's Director of Public Safety Consulting. With over 40 years of public safety, government service and consulting experience, Kevin manages or provides expertise to a wide variety of projects including strategic plans, 911 and dispatch consolidation initiatives, facility construction, and technology integration. He holds a bachelor's degree in business administration from the University of Washington.



**Morgan Shook** (he/him) is director of ECONorthwest's Seattle office and will lead the cost-benefit analysis portion of this project. His expertise in economic, fiscal, market, GIS, and demographic analysis has been applied to financial and policy projects for cities, counties, and ports. Morgan did financial modeling for the King County E-911 Strategic Plan and Clackamas 9-1-1. He holds a master's degree in urban and regional planning from Portland State University.

## PROJECT UNDERSTANDING

NORCOM, a 911 Public Safety Answering Point (PSAP) and Dispatch Center serving North King County, formed in 2007 as a consolidated dispatch center service for police, fire and EMS agencies. As a multi-jurisdictional, multi-discipline agency, a strategic plan is imperative to ensure collaboration and clear communication. The Executive Director reports to a Governing Board, made up of representatives from jurisdiction and discipline member agencies (fire being the most represented), rather than a specific city or county.

NORCOM is an inter-local government agency PSAP in an ecosystem of eleven regional PSAPs and is regularly regarded as a top-tier PSAP among its peers, locally and across the nation. NORCOM's commitment to innovation and technology has led to its notoriety and means it has a deep bench of technology resources. The legislative work NORCOM's leadership does at the State and Federal level and its connection to other PSAPs and the King County program office, professional organizations, and best practices is unique and shows a commitment to the mission of 911 and for supporting healthy and safe communities.

Serving a large geography that is both rural (e.g. Snoqualmie Pass) and urban (e.g. Bellevue) has its challenges and often makes the case for strong partnerships with other PSAPs, cities, and counties. Serving several member agencies, with varying levels of needs means NORCOM is never static. Requests made for the latest service improvements or technology innovations are hindered by public budget realities and schedules, often resulting in political tensions. Technology and best practices are evolving so quickly, it has become challenging to keep up with innovation and improvements in a timely fashion.

NORCOM needs a consultant to work with agency staff leadership and staff, member agencies, elected officials, civic leaders, and its constituency to:

- **Navigate a changing environment** and adapt to the evolving 911 landscape, where 911 has become an expected resource for society challenges.
- **Address future challenges**, prepare for population growth and the increasing complexity of public safety demands, e.g. dispatching behavioral health support rather than or with police / fire.
- **Improve service delivery** by identifying and addressing gaps in current services and infrastructure capabilities.
- **Develop a roadmap for the future** with a strategic plan that acknowledges NORCOM's current state and guides its direction in the years to come.
- Plan for **rapidly changing technology and service protocols** and how to **prioritize resources** to accommodate.

## STRATEGIC PLAN APPROACH

Our strategic planning process is *typically* organized into three phases and ends with the adoption of the plan: **1 - Assessment** - *Who We Are*, **2 - Planning** - *Where We Want Go*, and **3 - Implementation** - *How We Will Get There*. Each phase builds on the previous and toward a final plan grounded in reality; addresses current issues; is widely understood and supported; and has specific actions and measurable benchmarks toward progress. These phases are outlined below, followed by an illustration and detailed Work Plan that aligns with NORCOM's *four* phases and milestones from the RFP.

### 1 - ASSESSMENT: Who We Are (Project Launch & Information Gathering)

*Current realities, values, and strategic issues*

This foundational phase includes an assessment of current conditions through interviews with agency leaders. This information will become the basis for a leadership conversation to synthesize challenges and opportunities and identify the strategic issues that will frame the strategic plan. This phase will end with Strategic Plan Steering Team approval of strategic priorities.

In our experience, an organization's strategic plan process will be effective and efficient if the Assessment phase is completed with high-level staff and governing board attention. The work during and in reaction to the Assessment phase activities will form the foundation for the rest of the plan. By wrestling with the most critical issues head on, NORCOM will be able to execute the rest of the phases. Key questions at this point in the process include:

- Are staff, leadership, and the board in alignment on the plan's priorities and critical path?
- Are staff backed and empowered by leadership to drive on tactical implementation?
- Are the most important stakeholders and civic partners being involved in the process?
- Is the strategic planning process modeling the values the organization seeks to uphold?

### 2 - PLANNING: Where We Want to Go (Strategic Plan Development)

*Priority directions for the strategic plan, with **goals and objectives** for progress*

Building on the assessment, strategic plan development will be focused on a series of work groups, one for each strategic priority. These groups will define a **strategic direction** and specific goal and measurable objectives in their priority area, which are the backbone of the final strategic plan. The Strategic Plan Steering Team will review, refine, and approve the goals and objectives.

### 3 - IMPLEMENTATION: How We Are Going to Get There (Strategic Plan Development)

*Action plans with specific milestones and benchmarks*

This phase of the process is specific action planning, with timelines and measurable benchmarks. In our experience, it is also especially important to consider and plan for how the organization goes about doing its business, and how it will inspire and monitor progress.

### 4 - ADOPTION

*Put the plan into action*

This crucial phase involves vetting the strategic plan with those responsible for its execution. We secure commitment and support with key stakeholders who will be responsible for implementation. It is an opportunity for collaborative refinement by engaging implementers through presentations and interactive discussions to ensure alignment, address concerns, and foster a shared commitment to successful implementation.

## PROJECT LEADERSHIP

As a multi-jurisdictional public safety agency, NORCOM is a critical partnership, with relationships across many stakeholders. Each phase of the project will have connections to the various constituencies that are essential both to plan formation and to its successful implementation.

### Strategic Plan Steering Team

We understand a Strategic Plan Steering Team has been or will be identified to serve as a recommendation-making body for the strategic planning process. We envision this group meet at least four times at pivotal points in the process to provide leadership insight, interpret stakeholder input and consultant analysis, and make final recommendations. Some of our clients include key partners and/or staff representatives who will be integral to implementation as part of the project Strategic Plan Steering Team. For NORCOM, city managers and/or public safety chiefs from member jurisdictions might be important.

### Cross-functional Work Groups

During both the Planning and Implementation phases of the process, we will facilitate several internal staff work groups with members chosen from different functional areas. These groups will work with clear direction and templates to flesh out strategic plan details. The work groups ensure that staff realities and experiences richly inform the strategic plan's direction. In some cases, our 911 clients include representatives of member agencies in the work groups, which can clarify needs and building support for the final plan.

### Civic Leaders & Customers

Because of its essential public safety communications services, NORCOM must be highly connected with both the leaders and front-line personnel of its member jurisdictions. This means mayors, city councilors, city managers, police, and public safety chiefs, as well as police officers, fire fighters, and emergency medical technicians. These stakeholders will be engaged through candid interviews, surveys, and select focus groups.

## BUILDING CONSENSUS THROUGH FACILITATION

NORCOM is a regional partnership, with relationships across **multiple jurisdictions** and is unique in that it dispatches multiple fire and police agencies. This project will have connections to the various constituencies that are essential to strategic plan formation and to its successful implementation.

Uncommon Bridges tailors each consensus approach to meet our client's specific objectives. Our tactics vary depending on circumstances and are based on four consensus-building strengths:

**Clear Communication:** Sending and asking for clear communication is critical throughout a consensus-building process. Much of our work is at the junction of key decision makers, technical experts, government officials, and the public. We pride ourselves in clear written, oral, graphic, and multi-media tools that ensure that everyone understands the issues. Our hands-on project management includes regular communication with our client's project leaders. This helps us learn about sensitive issues and related activities and allows for course corrections along the way.





**Substantive Facilitation:** Uncommon Bridges is known for dynamic and substantive facilitation that uses topical information to engage each participant in the issues at hand and guides the group toward a working consensus that everyone can accept. We develop real-time graphic displays on large newsprint panels on the wall, allowing everyone to know that they have been heard and helping the group build a common understanding of the current consensus and the next steps.

**Individual Engagement:** In between meetings, we engage individual stakeholders in a safe environment for private discussion to identify individual must-haves and deal breakers, test tolerances for unlikely actions, and help design upcoming group sessions. We encourage stakeholders to candidly express their thoughts and ask questions to build trust and ensure that group discussions are addressing the most important issues. Before each facilitated session, we prepare a written brief that succinctly outlines the key topics for discussion and brings forward any underlying concerns that can be challenging for individuals to voice.

**Working Consensus:** We believe in outcome-driven consensus. This means that everyone has an opportunity to contribute, and a result emerges that everyone can accept. Tangible outcomes at every meeting keep people interested and engaged during the process and help participants build a sense of ownership over the final product. This, in turn, ensures that communication about outcomes begins immediately and continues into collaborative action.

## Prior Experience

Uncommon Bridges has an extensive background in public sector planning, management, and relationships, with an emphasis on local governments and public safety agencies. We have facilitated dozens of public-sector strategic planning processes. We have worked with all of the PSAPs in King County via the King County E-911 Program Office and directly with two of the eleven PSAPs in the region – King County E-911 and Valley Com, including an internal assessment on Racial Equity in 911 for Valley Com and the King County Sheriff's 911 Communications Center. We facilitated a controversial and high-stakes process for the King County Executive's office to produce hiring guidelines for the King County Sheriff. Integral to all this work is the delicate relationship between management, staff, board, customer agencies, and the community.

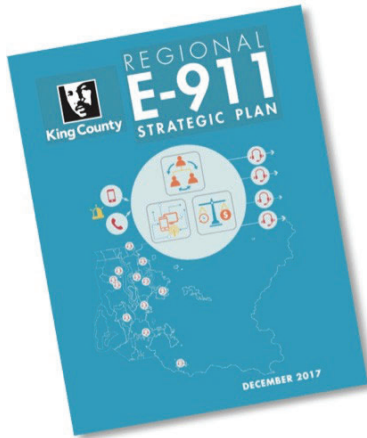
The following are a few examples of projects especially relevant to NORCOM. Some Project Examples include a demonstration of a solid ongoing partnership between Uncommon Bridges and IXP, where Uncommon Bridges provides the strategic plan framework, expert interpersonal and political facilitation, and comprehensive project management, and IXP offers technical expertise regarding 911 technology, operations, and management. As far as we know, this political / technical collaborative dynamic is unique in 911 planning nationally. ECONorthwest is also our go-to financial modeling and scenarios partner when needed.

*\* Work performed as BDS Planning & Urban Design*



## PROJECT EXAMPLES

### King County E-911 Strategic Plan\* (2018)



Uncommon Bridges\* led an effort with CBE Strategic, IXP, and ECONorthwest to develop a Strategic Plan that addresses priorities for the regional portions of the King County E-911 System and will help guide the ongoing process of decision-making, funding, and implementing the identified priorities. The project began with a Scoping effort to develop foundational statements, decision-making structure, process, and timeline for the full Strategic Plan.

This important and complex process was designed and led by Uncommon Bridges. It involved more than 70 stakeholders, of which NORCOM was a member, and included a leadership group, planning group, and three task forces that provided subject-area expertise in governance, technology, operations, and finance. Stakeholders included executives from large and small Public Safety Answering Points, King County and Seattle City Councils, and the Seattle Police Department, among many others.

With the assistance of the task forces, the leadership group and the planning group identified priorities for a new governance structure, a technology investment strategy, and a 10-year sustainable financial plan. These include restructuring the Governing Board so that each PSAP will have one vote, integrating the regional 911 system with the statewide system, and implementing measures to operate more cost-effectively. The Strategic Plan was approved by the King County Council in 2018.

### Valley Communications Center Multiple Projects\* (2018 – 2023)

Uncommon Bridges' work with Valley Communications Center (Valley Com), a 911 Public Safety Answering Point serving the cities of Auburn, Federal Way, Kent, Renton, and Tukwila, Washington began with a Strategic Plan and continued to include a new funding model, governance and representation adjustments, annual employee surveys, five annual reports, an employee sounding board, and facilitation of a leadership group on management and labor relations.

#### Leadership Group

When our work with Valley Com began, the agency had just conducted an employee survey that had dramatically brought to light a high level of employee dissatisfaction with many internal dynamics and practices. Recognizing that resolving this dissension was essential to an effective strategic plan, we worked with top management to create an "Employee Sounding Board" that was representative of all parts of the agency and open to all. We used the Employee Sounding Board to guide and interpret much of the strategic planning work, which ensured transparency in the process and built considerable trust in management.

This led to the creation of a "Leadership Group" made up of the agency's Executive Director, Deputy Director, Operations Director, and Human Resources Director, as well as the President and Vice President of both the supervisors guild and the call takers and dispatcher's union. The Leadership Group meetings began with considerable finger-pointing, grandstanding, gaslighting, and raised voices until patient and firm facilitation with clear ground rules, individual engagement, and clear follow-through began to help everyone know that they would get a chance to be heard and that forward movement could only happen when we came to a solution

that everyone could accept. Uncommon Bridges facilitated monthly meetings of the Leadership Group for more than a year until the group had built enough trust to operate on its own without outside facilitation.

### Strategic Plan (2018-19)

Uncommon Bridges with assistance from IXP, facilitated a strategic planning process called “Next Generation Valley Com” - the product of a rigorous 15-month planning process that engaged Valley Com stakeholders inside and outside of the center. Staff surveys and situational analysis laid the groundwork for extensive interdepartmental conversations about Vision, Mission, Guiding Principles, and Strategic Priorities. Workgroups populated by managers, supervisors, administration, and com room staff were joined by key external partners from public safety partners and peer organizations. These workgroups focused on content areas — like Staff Resources, Governance, and Technology—to develop Goals and measurable Objectives.



These Goals and Objectives describe the next generation of Valley Com, while its “roadmap” is in the actions that support each of these objectives. An accompanying Implementation Guide spells out each of the actions in more detail, with specific assignments, timelines, responsibilities, and performance metrics.

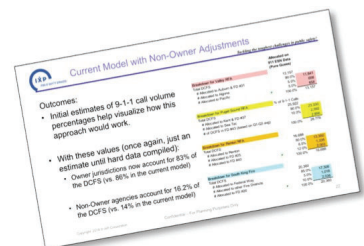
Valley Com’s Management Team met quarterly to review progress on these actions and adjust priorities and resources as needed to keep implementation on track. Additionally, a “Leadership Group” of top managers and officers of both the center’s labor unions meet monthly to review progress and strive toward collaboration in pursuit of common objectives.

Uncommon Bridges facilitated dozens of key meetings throughout the Strategic Planning process and facilitated the quarterly Management Team retreats and monthly Leadership Team discussions. IXP played an important analytical role in assessing Valley Com’s current operations and projecting future needs.

### Funding Model Task Force (2019)

As a follow-up to its Strategic Planning process, Valley Com went thorough review and update of its funding model. Uncommon Bridges and IXP supported this process in similar roles as for the strategic plan. The primary issue in question was the equitable distribution of Valley Com costs among Owner Cities and Contract Agencies.

This issue was complex and sensitive because the center serves many more jurisdictions than when the current funding formulas were developed, and many former Owner City fire departments transitioned into independent fire districts or authorities. Uncommon Bridges facilitated a multi-agency Task Force representing the five Owner Cities, as well as a series of focus groups for police, fire, and emergency medical services chiefs from both Owner Cities and Contract Agencies. The Contract Agencies include Fire Districts, Fire Authorities, and non-owner city governments. IXP conducted in-depth analyses of the current funding formula and calculated the impacts of various funding scenarios.



Description	Impact	Pros	Cons
1. Owner/Non-Owner "True Up" Only	Owner/Non-Owner "True Up" Only	Owner/Non-Owner "True Up" Only	Owner/Non-Owner "True Up" Only
2. True Up "Light" Based on Dispatch Problems	True Up "Light" Based on Dispatch Problems	True Up "Light" Based on Dispatch Problems	True Up "Light" Based on Dispatch Problems
3. True Up "Heavy" Based on Dispatch Problems	True Up "Heavy" Based on Dispatch Problems	True Up "Heavy" Based on Dispatch Problems	True Up "Heavy" Based on Dispatch Problems
4. True Up "Very Heavy" Based on Dispatch Problems	True Up "Very Heavy" Based on Dispatch Problems	True Up "Very Heavy" Based on Dispatch Problems	True Up "Very Heavy" Based on Dispatch Problems
5. True Up "Extreme" Based on Dispatch Problems	True Up "Extreme" Based on Dispatch Problems	True Up "Extreme" Based on Dispatch Problems	True Up "Extreme" Based on Dispatch Problems

### **Clackamas County 9-1-1 Feasibility Study (2020-Ongoing)**

Uncommon Bridges, in association with ECONorthwest and IXP, completed an organizational strategic feasibility study for Clackamas 9-1-1 (C-COM). The key question for this assignment was whether it was feasible and strategically advantageous for C-COM to establish itself as an independent entity instead of its current structure as a county department. The major issues were operational independence, lines of authority, funding structure, and client services.

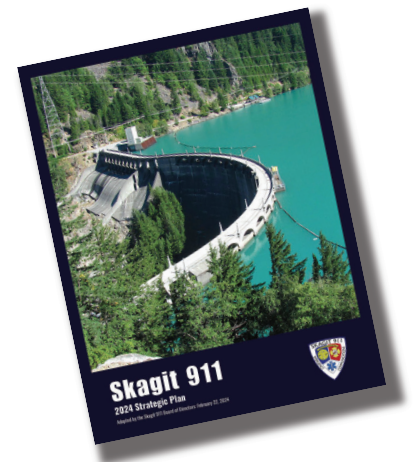
Uncommon Bridges led the consulting team, facilitated board meetings and discussions with the County, and conducted extensive one-on-one interviews with the organization's staff and board leadership, key customers, and county officials. ECONorthwest developed a financial forecasting model to test the budget impacts of various organizational structures. IXP analyzed operational tradeoffs for various structures and researched best practices during peer review interviews. We facilitated negotiations between Clackamas 9-1-1 board leaders and the Clackamas County Executive, resulting in a revised Memorandum of Understanding covering communication channels, executive supervision, and reporting requirements. The agreement was approved by the C-COM Board and the County Executive in 2021.

Currently, the Uncommon Bridges Team is completing a second feasibility study to analyze the County's cost allocation model and weighing the benefits and costs of C-COM becoming an independent agency versus remaining within the County. This includes exploring costs, tradeoffs, political will, and effective implementation.

### **Skagit 911 Consolidated Communications Center (2024)**

Uncommon Bridges facilitated a strategic plan for Skagit 911. The agency serves a population of approximately 132,000 citizens and provides dispatching services for 27 Fire Agencies, five Law Enforcement Agencies, three Tribal Law Enforcement Agencies, National Parks Law Enforcement, and the Seattle City Light Fire Brigade. Skagit 911 processes about 230,000 911, non-emergent, and administrative calls annually. Tasks include managing project activities with the Skagit 911 Leadership Committee, evaluating existing documents, engaging stakeholders through calls and interviews, presenting to board members, and developing priority areas, goals, objectives, and actionable measures for a five-year strategic document that is clear and easily understood.

Uncommon Bridges partnered with Lora Ueland and IXP to provide technical assistance, as well as leadership, staff, and user agency facilitation. After multiple leadership meetings paired with a workgroup focusing on priority areas, the team created a three-year Strategic Plan that was adopted by Skagit 911's Board of Directors in February 2024.



## Spokane Regional Emergency Communications Funding Model & Strategic Plan\* (2021)

Uncommon Bridges, in Association with IXP, facilitated a funding model agreement and capital priorities for Spokane Regional Emergency Communications (SREC). SREC was formed in 2019 to provide 911 emergency communication services throughout Spokane County.

Unfortunately, during the organization's formation and launch, the city of Spokane unexpectedly decided not to join in response to public controversy. This led to uncertainty and confusion related to appropriate levels of budget support from participating jurisdictions. Uncommon Bridges and IXP were asked to provide examples of alternative funding structures and facilitate a process of board deliberation to determine a final funding model for SREC. Uncommon Bridges facilitated an efficient process of four board meetings interspersed with one-on-one conversations with board members that led to a unanimous decision with universal support.

With the funding model agreement in place, SREC moved into strategic planning, focusing on a fee structure for non-member jurisdictions and a policy for adding new members. Strategic Priority Goals include Internal Culture, Finance, Operational Independence, and Regional Relations. The SREC board of directors unanimously adopted the plan in June 2021.



## WestCom & Polk County 9-1-1 Strategic Plans\* (2019)

Uncommon Bridges and IXP collaborated on two strategic plans for emergency communication entities in Iowa. The first was a comprehensive organizational strategic plan for WestCom Communications, a consolidated public safety dispatch facility serving five fast-growing suburban cities, including three authority members and two contract user cities, and governed by Management Committee of agency chiefs across multiple jurisdictions. The other was an update to the Polk County Emergency Management Agency's Service Plan and Strategic Plans - the Service Board distributes funding to three local Public Safety Answering Points (PSAPs) which in turn provide emergency dispatching services to urban, suburban and unincorporated areas with a total population of 500,000 residents.

## References

**Cheryl Bledsoe**, Executive Director  
C-COM (Clackamas 9-1-1)  
503.723.4875, cbledsoe@clackamas.us

**Lori Markham**, Executive Director  
Spokane Regional Emergency Communications (SREC)  
509.532.8902, lmarkham@spokanecity.org

**Mindy Rodenberger**, Operations Manager  
Skagit 911 Consolidated Communications Center  
360.428.3202, rodenbergerm@skagit911.us

**Vonnie Mayer**, Executive Director  
Valley Com 911  
253. 372.1510, vonniem@valleycom.org

# Work Plan

The work plan that follows is grounded in Uncommon Bridges time-tested experience with strategic planning for similar organizations and adjusted to align with the process outlined in NORCOM's Request for Proposals.

## 0 - Project Planning & Management

**0.1 - Time, Task & Budget Management:** Uncommon Bridges is committed to bringing this process in on time and on budget with high client satisfaction. Daily time sheets and financial records make this both possible and simple.

**0.2 - Bi-weekly Project Planning Check-ins:** Bi-weekly telephone meetings between NORCOM and Uncommon Bridges project director to review project progress, schedules, outstanding tasks, and issues. NORCOM and consultant senior leaders participate as needed.

## 1 – Assessment: Project Launch & Information Gathering

The process begins with time to get acquainted and carefully think through the process, timeline, and needed constituencies with NORCOM staff and board leaders. A strategic plan should respond both to existing conditions and to likely or possible future conditions. For our qualitative analysis we will engage key stakeholders, leadership and staff as part of an organizational assessment. Such an assessment is often called an environmental scan or a SWOT analysis (strengths, weaknesses, opportunities, threats), and it provides information about past, current, and potential and likely future issues, and sets the stage for a plan that addresses current and potential problems and opportunities. The quantitative data will be assessed through operational and financial analyses.

**1.1 – Strategic Plan Steering Team Kick-off:** A project kick-off meeting includes key members of the Uncommon Bridges team and is an opportunity to get acquainted with the Strategic Plan Steering Team, review the work plan, identify critical issues, and be introduced to NORCOM's operations. In our experience, a focused kick-off meeting can set an effective tone for the project, align expectations, and allow us all to begin with the end in mind. Key elements of the meeting include refining lists of key stakeholders, as well as a select list of stakeholders for interviews and focus groups.

**1.2 – Governing Board Presentation:** Strategic planning can be profound if done with thoughtful intention. To ensure that everyone is starting from the same place, Uncommon Bridges will work with NORCOM staff leaders to prepare and deliver a strategic plan overview for the Governing Board and explore strategic questions and hopes and fears.

**1.3 – Strategic Plan Workshop:** The Assessment phase of the process culminates with a work session to review progress to date, evaluate input from various assessment activities, consider NORCOM's existing vision, mission, and values for possible adjustment, and identify strategic priorities to shape the remainder of the strategic planning process.

**1.4 - Document Review:** To ground the Uncommon Bridges team in organizational and community issues, we will review documents provided by NORCOM before initial meetings with the Governing Board and Strategic Plan Steering Team.

**1.5 – Key Stakeholder Interviews (16):** Uncommon Bridges conducts confidential interviews with key stakeholders - agency leaders, public officials, community leaders, and representatives of targeted



communities. In our experience, community thought leaders are often much more direct and forthcoming in private conversations with an outside consultant than they are in group settings.

**1.6 - Focus Groups (4).** We will facilitate a series of value conversations with **key stakeholders** and targeted constituencies across a series of small group discussions. Throughout the process, using our knowledge of common issues, and intelligence from other engagement activities we encourage participants to speak openly and plainly about their thoughts, ideas, and concerns and use a real-time graphic record on large newsprint panels on the wall to help everyone knows they have been heard and develop a common understanding of the meeting's issues and agreements. Lora Ueland and Jacqueline Robinette will facilitate the Focus Groups.

**1.7 - Surveys (Customers):** For NORCOM, each member jurisdiction has a critical and unique insight into the agency's mission and strategic issues. A survey will be distributed and will have ranked responses and open-ended questions about confidence in and satisfaction with NORCOM's level of service and the value NORCOM provides. While online surveys are not statistically valid, they offer a simple and cost-effective way to gain a solid insight. NORCOM may also want to consider an employee survey if issues arise during the process.

**1.8 - S.W.O.T. Analysis Summary:** To prepare for the Strategic Plan Workshop, Uncommon Bridges will synthesize all **findings from previous meetings, surveys, interviews, and focus groups** to identify and assess forces that are likely to influence the future, both external (ones that the agency cannot control but must respond to) and internal (ones that internal procedures and policies can influence).

**1.9 - Financial Analysis:** To help determine the financial feasibility of various strategic initiatives - upgrading technology, expanding facilities, or increasing staffing levels - ECONorthwest will provide a financial analysis that will project costs and revenues associated with these initiatives, allowing NORCOM to make informed decisions about resource allocation and long-term financial sustainability.

**1.10 - Operational Analysis:** IXP and Lora Ueland will thoroughly examine NORCOM's current workflows, infrastructure needs, processes, and performance metrics. This includes analyzing call handling times, dispatch procedures, resource allocation, technology utilization, and interagency communication. The analysis aims to identify bottlenecks, inefficiencies, and areas for optimization, ultimately leading to improved response times, enhanced service delivery, and better outcomes for the community.

## **Deliverables**

**Draft & Final Work Plan:** A draft work plan will be provided to outline the proposed activities, timelines, and responsibilities for completing the strategic plan. It serves as a roadmap for the process, allowing stakeholders to review and provide input. The final work plan, incorporating feedback and revisions, becomes the definitive guide for executing the strategic planning process, ensuring accountability and keeping the project on track towards a successful outcome.

**Engagement Strategy:** In our experience, effective engagement means deploying multiple methods, so everyone has a chance to participate while we are engaging key stakeholders and deliberately reaching out to those who are typically not involved. For NORCOM, we are proposing key stakeholder interviews, online customer surveys, and targeted focus groups, but we are open to other ideas that arise in the Assessment phase.

**S.W.O.T. Analysis:** At the conclusion of the Assessment phase Uncommon Bridges will visually summarize **findings from surveys, interviews, and focus groups** into a concise and easy to read summary of the agency's strengths, weaknesses, opportunities, and threats, as well as draft purpose statements of vision, mission, values, and **strategic priorities and recommendations** for consideration by the Governing Board. Uncommon Bridges documents are known for their accessibility and effective use of common language and compelling graphics.

## 2 – Planning: Strategic Plan Development, Goals & Objectives

Input from many fronts provides a foundation for identifying strategic priority areas for the current planning effort, as well as generating ideas for broad goals, measurable objectives, and specific actions.

**2.1 - Strategic Plan Steering Team Meeting:** To move from Assessment into Planning, the Strategic Plan Steering Team will meet to develop goals and objectives based on the S.W.O.T Analysis Summary and outcomes of the Strategic Plan Workshop.

**2.2- Stakeholder Engagement and Review:** Uncommon Bridges will vet the draft recommendations with some of the key stakeholders in a one-on-one meetings and small groups to ensure jurisdictional partners are supportive of the strategic plan direction and have an opportunity to affirm our assessment and validate the process.

**2.3 - Work Groups, Goals & Objectives (4):** To do much of the work in the second phase, Uncommon Bridges will work with NORCOM to organize and facilitate a series of work groups on each of the strategic plan priorities. These groups will have assignments during both the Planning and Implementation phases. They will articulate long-term goals and specific, measurable objectives. Jacqueline Robinette will organize the work of each group by providing clear instructions and templates for meeting format, discussion protocols, and needed products. We will facilitate one meeting of each group to ensure group consensus and clarity of outcomes. Some groups may do all their work in one independent work session; others may choose to get together more than once.

## 3 – Implementation: Strategic Plan Development, Implementation

Once the strategic priorities are approved, broad aspirational goals and specific measurable objectives are identified, vetted, and refined to move toward implementation strategies.

**3.1 – Work Groups, Implementation (4):** Uncommon Bridges will tee up staff to plot out quarterly targets and actions to inform detailed work planning over the life of the plan. We will prepare instructions and templates for a second round of work group meetings to flesh out specific actions and performance targets. Jacqueline Robinette will facilitate one session of each group to prepare organizational strategies to achieve strategic objectives, and performance measures to track progress on the plan.

### Deliverables

**Draft Strategic Plan:** Uncommon Bridges will compile draft foundational statements, strategic priorities, goals, objectives, actions, and performance measures into a summary document for review. We ask that comments be consolidated into a single set of edits to be incorporated into the final plan.

**Draft Implementation Plan:** At the end of the Implementation phase, Uncommon Bridges will prepare a synthesis of the implementation framework and strategies developed by the Work Groups for review by the Strategic Plan Steering Team.

**Draft Monitoring Plan:** As a reminder, a strategic plan is not a substitute for the judgment of leadership and should be regularly refined and updated. To track progress and understand the impact and success of the strategic plan, each priority area will have a set of performance measures to be tracked by staff and shared with appropriate partners. Uncommon Bridges will support staff in the identification of a handful of key metrics that will serve as a periodic snapshot of plan progress. Additionally, objectives within each priority area will have established metrics to inform data collection, reporting, and offer a more detailed picture of plan progress.

## 4 - Adoption

**4.1 – Stakeholder Presentations (3):** Stakeholder presentations serve to inform and engage key groups affected by or involved in NORCOM's operations. We suggest Strategic Plan Steering Team members attend these presentations. Uncommon Bridges will communicate the strategic direction, proposed initiatives, and anticipated outcomes of the planning process. They provide an opportunity for Strategic Plan Steering Team members to hear stakeholder feedback, questions, and contribution to the plan's refinement, fostering buy-in and ensuring the strategic plan reflects the needs and priorities of the community and NORCOM's partners.

**4.2 – Strategic Plan Steering Team Meeting:** To finalize the strategic plan, the Strategic Plan Steering Committee will meet for a final time to incorporate the feedback from the stakeholder presentations, if any, and prepare to present the final plan to the Governing Board.

**4.3 – Governing Board Presentation:** A Governing Board presentation at the end of the strategic planning process will secure their approval and support for the proposed strategic plan. This presentation highlights the key findings from the planning process, outlines the strategic goals and objectives, details the implementation and monitoring plans, and requests the board's endorsement and commitment of resources.

## Deliverables

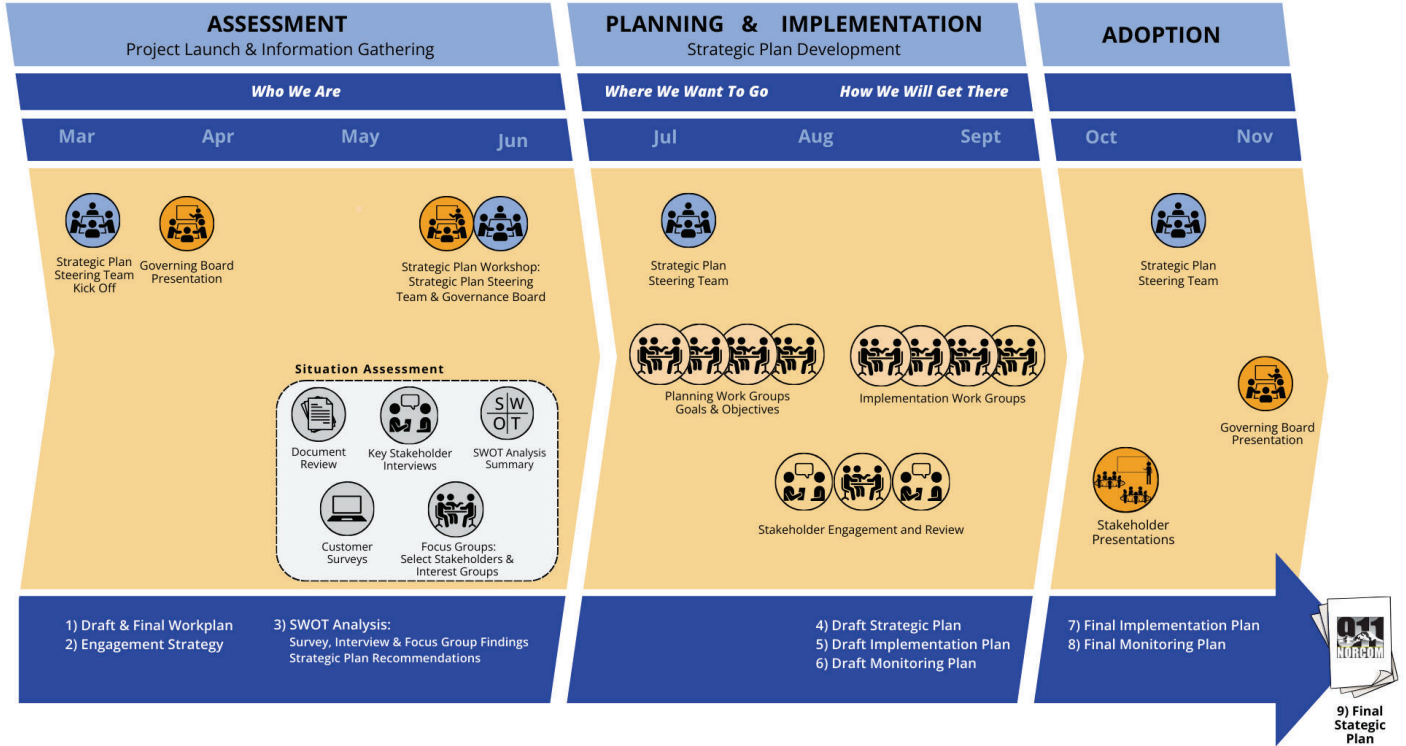
**Final Implementation Plan:** The entire process ends with an Implementation Plan that details how the adopted strategic directions, goals and objectives will be put into action. It outlines specific tasks, assigns responsibilities, establishes timelines, allocates resources, and defines key metrics to measure progress. This plan serves as a practical guide for executing the strategic plan, ensuring a smooth transition from planning to action and ultimately achieving the desired outcomes for NORCOM and the communities it serves.

**Final Monitoring Plan:** In addition to the Implementation Plan, Uncommon Bridges will outline how the implementation of the strategic plan will be tracked and evaluated in a Monitoring Plan. It defines the metrics that will be measured (e.g., call answer times, dispatch accuracy, customer satisfaction), the frequency of data collection, and the reporting mechanisms. This plan will enable NORCOM to assess progress towards its goals, identify any necessary adjustments to the plan, and ensure accountability.

**Final Strategic Plan:** Uncommon Bridges will compile an overview of the process, foundational statements, strategic priorities, goals, objectives, actions, and performance measures into a handsome and accessible document for review by the client. Uncommon Bridges plans are known for their graphic quality, accessibility, and clarity of written and visual communication.



# **NORCOM Strategic Plan** Proposed Timeline



# Project Budget

The Uncommon Bridges Team is prepared to deliver a strategic plan as described in this proposal for \$149,000 including expenses. A detailed breakdown of time and expenses is shown below. We are very willing to discuss modifications to this scope of work and budget so that our services are best tailored to NORCOM's needs.

Budget Estimate	Partner-in-Charge Brian Scott	Project Director Lora Deland	Strategic Advisor Jaqueline Robinette	Project Manager	Senior Assoc: Engagement & Co-Facilitation	Associate	ECONorthwest	IXP Corporation	Totals				
									Totals		Direct	Total	% of
									Hours	Fee	Expenses	Estimate	Budget
0 PROJECT PLANNING & MANAGEMENT	5.0	10.0	5.0	30.0	0.0	10.0	0.0	0.0	60.0	\$12,375	\$2,860	\$15,235	10%
0.1 Time, Task & Budget Management	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	10.0	\$1,750	\$0	\$1,750	1%
0.2 Bi-weekly Project Planing Check-ins	5.0	10.0	5.0	20.0	0.0	10.0	0.0	0.0	50.0	\$10,625	\$0	\$10,625	7%
0.3 Sub-consultant mark-up											\$2,860	\$2,860	2%
1 ASSESSMENT Project Launch & Info Gathering	20.0	43.0	14.0	32.0	0.0	32.0	38.0	38.0	217.0	\$57,575	\$0	\$57,575	39%
1.1 Strategic Plan Steering Team Kick Off	4.0	4.0	4.0	6.0	0.0	0.0	4.0	4.0	26.0	\$7,050	\$0	\$7,050	5%
1.2 Governing Board Presentation	3.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	6.0	\$1,950	\$0	\$1,950	1%
1.3 Strategic Plan Workshop	4.0	8.0	4.0	0.0	0.0	0.0	0.0	0.0	16.0	\$4,700	\$0	\$4,700	3%
1.4 Document Review	0.0	4.0	0.0	4.0	0.0	0.0	4.0	4.0	16.0	\$4,600	\$0	\$4,600	3%
1.5 Key Stakeholder Interviews (16)	4.0	4.0	0.0	0.0	0.0	8.0	4.0	4.0	24.0	\$6,200	\$0	\$6,200	4%
1.6 Focus Groups (4)	0.0	8.0	1.0	8.0	0.0	8.0	0.0	0.0	25.0	\$5,200	\$0	\$5,200	3%
1.7 Survey (Customers)	1.0	2.0	1.0	2.0	0.0	8.0	0.0	0.0	14.0	\$2,525	\$0	\$2,525	2%
1.8 S.W.O.T. Analysis Summary	1.0	2.0	1.0	4.0	0.0	4.0	0.0	0.0	12.0	\$2,375	\$0	\$2,375	2%
1.9 Financial Analysis	0.0	2.0	0.0	0.0	0.0	0.0	24.0	0.0	26.0	\$8,450	\$0	\$8,450	6%
### Operatoinal Analysis	0.0	2.0	0.0	0.0	0.0	0.0	0.0	24.0	26.0	\$8,450	\$0	\$8,450	6%
Deliverables													
Draft & Final Workplan	1.0	1.0	1.0	4.0	0.0	0.0	0.0	0.0	7.0	\$1,550	\$0	\$1,550	1%
Engagement Strategy	1.0	1.0	1.0	2.0	0.0	2.0	0.0	0.0	7.0	\$1,450	\$0	\$1,450	1%
S.W.O.T. Analysis	1.0	2.0	1.0	2.0	0.0	2.0	2.0	2.0	12.0	\$3,075	\$0	\$3,075	2%
2 PLANNING Strategic Plan Development	11.0	55.0	8.0	78.0	0.0	116.0	4.0	4.0	276.0	\$53,800	\$0	\$53,800	36%
2.1 Strategic Plan Steering Team Meeting	3.0	3.0	0.0	4.0	0.0	0.0	0.0	0.0	10.0	\$2,650	\$0	\$2,650	2%
2.2 Stakeholder Engagement and Review	0.0	4.0	2.0	2.0	0.0	0.0	0.0	0.0	8.0	\$2,050	\$0	\$2,050	1%
2.3 Work Groups: Goals & Objectives (4)	0.0	8.0	0.0	8.0	0.0	8.0	0.0	0.0	24.0	\$5,000	\$0	\$5,000	3%
3 IMPLEMENTATION Strategic Plan Development	6.0	26.0	4.0	36.0	0.0	60.0	3.0	3.0	138.0	\$26,950	\$0	\$26,950	18%
3.1 Work Groups: Implementation (4)	0.0	8.0	1.0	8.0	0.0	8.0	0.0	0.0	25.0	\$5,200	\$0	\$5,200	3%
Deliverables													
Draft Strategic Plan	2.0	6.0	1.0	20.0	0.0	40.0	1.0	1.0	71.0	\$11,950	\$0	\$11,950	8%
Draft Implementation Plan	2.0	6.0	1.0	4.0	0.0	6.0	1.0	1.0	21.0	\$4,900	\$0	\$4,900	3%
Draft Monitoring Plan	2.0	6.0	1.0	4.0	0.0	6.0	1.0	1.0	21.0	\$4,900	\$0	\$4,900	3%
4 ADOPTION	13.0	17.0	4.0	20.0	0.0	20.0	1.0	1.0	76.0	\$17,200	\$290	\$17,490	12%
4.1 Stakeholder Presentations (3)	4.0	4.0	1.0	4.0	0.0	4.0	0.0	0.0	17.0	\$4,000	\$0	\$4,000	3%
4.2 Strategic Plan Steering Team Meeting	3.0	3.0	1.0	4.0	0.0	0.0	0.0	0.0	11.0	\$2,850	\$0	\$2,850	2%
4.3 Governing Board Presentation	2.0	2.0	1.0	4.0	0.0	0.0	0.0	0.0	9.0	\$2,200	\$0	\$2,200	1%
Deliverables													
Final Implementation Plan	1.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	5.0	\$1,325	\$0	\$1,325	1%
Final Monitoring Plan	1.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	5.0	\$1,325	\$0	\$1,325	1%
Final Strategic Plan	2.0	4.0	1.0	4.0	0.0	16.0	1.0	1.0	29.0	\$5,500	\$290	\$5,790	4%
GRAND TOTAL	51.0	131.0	32.0	164.0	0.0	184.0	44.0	44.0	650.0	\$145,850	\$3,150	\$149,000	100%

## **NORCOM CONTRACT FOR PROFESSIONAL SERVICES**

THIS AGREEMENT is made and entered into this **11th day of April , 2025**, by and between North East King County Regional Public Safety Communications Agency (hereinafter referred to as NORCOM), and **Uncommon Bridges**, (hereinafter referred to as “CONSULTANT”).

### **I. SERVICES BY CONSULTANT**

- A. Performance of Services. The Consultant shall perform the services described in the Scope of Services, which is attached hereto as Attachment "A" and by this reference is incorporated herein. All Services will be rendered with the degree of skill and care exercised by members of Consultant's profession practicing under similar circumstances at the same time and in the same or similar locale and in compliance with all standards, policies, and rules reasonably established by NORCOM.
- B. Modification. NORCOM periodically may make changes to the Services that are within the general scope of the Contract, by giving the Consultant written notice of such changes. If any change results in an increase or a reduction in the work that was contemplated to be performed by the Consultant as described in Attachment "A", the Consultants' compensation hereunder shall be modified accordingly

### **II. PAYMENT**

- A. NORCOM will pay the Consultant for such services, a total amount not to exceed **\$149,000**.
- B. The Consultant shall maintain time and expense records, report them to NORCOM monthly and shall submit invoices to NORCOM monthly for payment of work performed to the date of the invoice. Invoices shall be in a format acceptable to NORCOM.
- C. NORCOM shall pay all invoices from the Consultant within 30 days of receipt of a properly completed invoice after approval of the Consultant's completed tasks/deliverables to the date of the invoice or monthly report, as appropriate.
- D. All records and accounts pertaining to this Contract are to be kept available for inspection by representatives of NORCOM for a period of three (3) years after final payment. Copies shall be made available to NORCOM upon request.
- E. If during the Contract, the work performed does not meet the requirements set forth in the Contract, the Consultant shall correct or modify the work to comply with the Contract requirements and NORCOM shall have the right to withhold payment for such work until it meets the requirements of the Contract.

### **III. DISCRIMINATION AND COMPLIANCE WITH LAWS**

- A. The Consultant agrees not to discriminate against any employee or applicant for employment or any other person in performance of this Contract because of race, color, creed, religion, gender, age, national origin, pregnancy, genetic information, marital status, sexual orientation (including gender identity), or the presence of any sensory, physical, or mental disability, or other circumstance prohibited by federal, state, or local law or ordinance, except for a bona fide occupational disqualification.
- B. The Consultant shall comply with all current federal, state, and local laws and ordinances applicable to the work to be done under this Contract.

- C. Violation of this Section 3 shall be a material breach of this Contract and grounds for cancellation, termination or suspension of the Contract by NORCOM, in whole or in part, and may result in ineligibility for further work for NORCOM.

#### **IV. TERM AND TERMINATION OF CONTRACT**

- A. See Attachment "A" for term details.
- B. Term. This Contract shall remain in effect until completion of the services described in Attachment "A" and final payment therefor unless terminated earlier in accordance with section 4.C of this Contract
- C. Rights Upon Termination. This Contract may be terminated by either party without cause upon thirty days' written notice, in which event all finished or unfinished documents, reports, or other material or work of Consultant pursuant to this Contract shall be submitted to NORCOM, and the Consultant shall be entitled to just and equitable compensation at the rate set forth in Section 2 for any satisfactory work completed prior to the date of termination.
- D. Non-Interference with Business. During the Consultant's performance of the Services for NORCOM and for a period of twelve (12) months after the completion of such Services, the Consultant will not interfere with NORCOM's business in any manner, including without limitation, encouraging anyone to leave NORCOM's employ or encouraging any employee or independent Consultant to sever that person's relationship with NORCOM.

#### **V. OWNERSHIP OF WORK PRODUCT**

All data, materials, reports, memoranda and other documents developed under this Contract whether finished or not shall become the property of NORCOM, shall be forwarded to NORCOM at its request and may be used by NORCOM as it sees fit. NORCOM agrees that if it uses products prepared by the Consultant for purposes other than those intended in this Contract, it does so at its sole risk and it agrees to hold the Consultant harmless therefor.

#### **VI. GENERAL, ADMINISTRATION AND MANAGEMENT**

The director of the Department, or his/her designee, shall be NORCOM's representative, and shall oversee and approve all services to be performed, coordinate all communications, and review and approve all invoices, under this Contract.

#### **VII. INDEMNIFICATION AND HOLD HARMLESS**

- A. The Consultant shall protect, defend, indemnify and save harmless NORCOM, its officers, employees and agents from any and all costs, claims, judgments or awards of damages, arising out of or in connection with the performance of this Agreement, including but not limited to the acts or omissions of the Consultant, its consultants, subconsultants, and/or the users of the Consultant's services and/or products, except for injuries and damages caused by the sole negligence of NORCOM. The Consultant agrees that its obligations under this subparagraph extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. In the event NORCOM obtains any judgment or award, and/or incurs any cost arising therefrom including attorneys' fees to enforce the provisions of this Section, all such fees, expenses, and costs shall be recoverable from the Consultant.

- B. NORCOM shall protect, defend, indemnify and save harmless the Consultant, its officers, employees and agents from all costs, claims, judgments or awards of damages, directly caused by the sole negligence of NORCOM. NORCOM agrees that its obligations under this subparagraph extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. In the event the Consultant obtains any judgment or award, and/or incurs any cost arising therefrom including attorneys' fees to enforce the provisions of this article, all such fees, expenses, and costs shall be recoverable from NORCOM.
- C. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and NORCOM, or each party's respective officers, officials, employees, and agents, the indemnifying party's liability hereunder shall be only to the extent of the indemnifying party's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the parties' waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.
- D. The Consultant will indemnify, defend, and hold NORCOM (and its elected officials, officers, employees, successors, assigns, insurers, licensees, distributors, independent Consultants, and agents) harmless from all claims, damages, losses, and expenses (including reasonable attorney's fee's incurred on such claims and in proving the right to indemnification) arising out of or resulting from any claim, action, or other proceeding that is based upon (a) the Consultant's breach of any obligations, representations, or warranties under the Contract, (b) the Consultant's outside business activities, or (c) the infringement or misappropriation by the Consultant of any foreign or United States patent, copyright, trade secret, or other proprietary right in results.

## **VIII. INSURANCE; RISK OF LOSS**

The Consultant shall maintain insurance that is sufficient to protect the Consultant's business against all applicable risks, as set forth in Attachment "B". The Consultant will cause the indemnified parties, as described in Section 7A and 7D, above, to be named as additional insureds on the policy required under the Contract and shall cause its insurance to be primary to any insurance carried by the indemnified parties. The Consultant will provide NORCOM with certificates of insurance and other supporting materials as NORCOM reasonably may request to evidence Consultant's continuing compliance with this Section 8. The Consultant will be liable for all loss or damage, other than ordinary wear and tear, to NORCOM's property in the Consultant possession or control that is caused by the Consultant. In the event of any such loss or damage, the Consultant will pay NORCOM the full current replacement cost of such equipment or property within thirty (30) days after its loss or damage. Insurance shall be placed with Insurers with an AM Best rating of A-minus or higher.



## **IX. INDEPENDENT CONSULTANT**

- A. Nature of Relationship. The Consultant shall be and act as an independent consultant (and not as the employee, agent, or representative of NORCOM) in the performance of the Services for NORCOM. The Contract shall not be interpreted or construed as creating or evidencing an association, joint venture, partnership or franchise relationship among the parties or as imposing any partnership, franchise, obligation, or liability on any party. The Consultant will not represent himself/herself as an employee of NORCOM. The Consultant shall not be entitled to and shall not attempt to create or assume any obligation, express or implied, on behalf of NORCOM. So long as the Consultant is able to adequately perform all of the Consultant's obligations under the Contract in a skilled and workmanlike manner, the Consultant shall not be required to devote the Consultant's full time to the performance of the Services called for under the Contract, and it is acknowledged that the Consultant has other clients and/or offers services to the general public. Since the Consultant will not be an employee of NORCOM, the Consultant will not be entitled to any of the benefits that NORCOM may make available to its employees, such as but not limited to vacation leave, sick leave, or insurance programs, including group health insurance or retirement benefits; nor shall the Consultant permit or cause any of the Consultant's employees, agents or subconsultants to perform any services under the Contract in such a way as to cause or enable them to become, or claim to have become, employees, common law or otherwise, of NORCOM. In addition, the Consultant acknowledges that as an independent consultant, he/she/it and/or his/her/its agents, servants or employees are not eligible to recover worker's compensation benefits from or through NORCOM in the event of injury.
- B. Consultant Responsible for Taxes and Records. The Consultant will be solely responsible for and will file on a timely basis, all tax returns and payment required to be filed with or made to any federal, state or local tax authority with respect to the Consultant's performance of the Services and receipt of fees under the Contract. The Consultant will be solely responsible for and must maintain adequate records of expenses incurred while performing the Services under the Contract. No part of the Consultant's compensation will be subject to withholding by NORCOM for the payment of any social security, federal, state or any other employee payroll taxes; nor shall NORCOM be obligated to make any such withholdings and/or payments on behalf of any employee, subconsultants, supplier, or other person working for or engaged by the Consultant to perform the Consultant's obligations under the Contract. NORCOM will regularly report the amounts paid to the Consultant by filing Form 1099-MISC with the Internal Revenue Service as required by law.

## **X. FUTURE SUPPORT**

NORCOM makes no commitment and assumes no obligations for the support of the Consultant's activities except as set forth in this Contract.

## **XI. GENERAL PROVISIONS**

- A. Governing Law; Forum. The Contract will be governed by the laws of Washington and its choice of law rules. The Consultant irrevocably consents to the exclusive personal jurisdiction and venue of the federal and state courts located in King County, Washington, with respect to any dispute arising out of or in connection with the Contract and agrees not to commence or prosecute any action or proceeding arising out of or in connection with the Contract other than in the courts.
- B. Severability. If any provision of the Contract is held to be invalid or unenforceable for any reason, the remaining provision will continue in full force without being impaired or invalidated in any way. NORCOM and the Consultant agree to replace any invalid provision with a valid provision that most closely approximates the intent and economic effect of the invalid provision.
- C. Nonwaiver. Any failure by NORCOM to enforce strict performance of any provision of the Contract will not constitute a waiver of NORCOM's right to subsequently enforce such a provision or any other provision of the Contract.
- D. No Assignment. Neither the Contract nor any of the rights or obligations of the Consultant arising under the Contract may be assigned, without NORCOM's prior written consent. Subject to the foregoing, the Contract will be binding upon, enforceable by, and inure to the benefit of, the parties and their successors and assigns.
- E. Notices. All notices and other communications under the Contract must be in writing, and must be given by registered or certified mail, postage prepaid or delivered by hand to the party to whom the communication is to be given, at its address set forth in this Contract.
- F. Legal Fees. In any lawsuit between the parties with respect to the matters covered by the Contract, the prevailing party will be entitled to receive its reasonable attorney's fees and costs incurred in the lawsuit, in addition to any other relief it may be awarded.
- G. Counterparts. The Contract may be signed in counterparts, each of which shall be deemed an original, and all of which, taken together, shall be deemed one and the same document.

## **XII. EXTENT OF CONTRACT/ MODIFICATION**

This Contract, together with the attachments and/or addenda, represents the entire and integrated Contract between the parties hereto with respect to the scope of work described herein and supersedes all prior negotiations, representations, or Contracts, either written or oral with respect to such scope of work. **This Contract may be amended, modified or added to only by written instrument properly signed by both parties hereto.**

## **XIII. SECURITY/BACKGROUND CHECKS**

If requested by NORCOM, the Consultant shall do all things necessary for NORCOM to fully conduct security and/or background investigations on the Consultant, its employees, sub consultants, and any other individuals performing work on behalf of Consultant under this Agreement at a time and frequency as NORCOM determines to be appropriate. Such investigations may include, but not be limited to, a criminal background check and fingerprinting. Failure to promptly comply with the required backgrounding process, and/or having insufficient qualified staff who have passed the backgrounding process, may result in immediate termination of the Contract at NORCOM's election. Such termination will not result in any costs, fees or liability to NORCOM.

In no case shall the Consultant, its employees, sub consultants, and any other individuals performing work on behalf of Consultant under this Agreement have access to facilities, records, or data files of NORCOM, or vulnerable adults or children in NORCOM programs without prior written approval from NORCOM.

IN WITNESS WHEREOF, the parties hereto have executed this agreement effective as of the day and year first above written.

**CONSULTANT**

**OWNER**

By: \_\_\_\_\_  
Consultant

\_\_\_\_\_  
NORCOM 911

\_\_\_\_\_  
(Print Name, Title)

\_\_\_\_\_  
(Print Name, Title)

Date: \_\_\_\_\_

Date: \_\_\_\_\_ April 11, 2025



# NORCOM CONTRACT FOR PROFESSIONAL SERVICES

## Attachment A– Scope of Services and Compensation

### 1. Services

#### 1.1 General Description:

- 1.2 Term of Contract: Consultant will begin providing services on, 4/11/2025, or upon contract execution effective as of the last date written, whichever is later, and will complete services on or before 12/31/2025 , however, Consultant shall not initiate or otherwise begin work on any services covered by this Contract until notification to proceed is provided by NORCOM's designated personnel, as identified below.

This Contract shall remain in effect until completion of the services described in Attachment "A" and final payment therefor unless terminated earlier in accordance with Section 4.B. of this Contract.

- 1.3 Renewal of Contract: There is no renewal option on this contract

- 1.4 Deliverable Items: Defined in Scope of Services

- 1.5 Designated Personnel: Consultant's main point of contact at NORCOM will be the Executive Director and/or the Deputy Director, or such other personnel as NORCOM may designate from time to time.

### Scope of Services

The consultant agrees to perform all work necessary to meet the deliverables and services expectations defined as the *Scope of Work* within the body of NORCOM Request For Proposal (RFP) #2024. The consultant also agrees to perform all work necessary to meet the service delivery expectations of the *Work Plan* processes and *Deliverables* noted within the consultant's responsive proposal dated February 14, 2025 (pages 12 through 16, inclusive).

### Compensation

#### 2.1 Amount and Basis:

The consultant will submit an invoice NORCOM for Services performed and reimbursable expenses, not to exceed **\$149,000**. The invoice will be in a form and content reasonably acceptable NORCOM and will describe (a) the Services performed; (b) the number of hours expended performing the Services; and (c) any reimbursable expenses. Consultant will furnish such itemized receipts, documents and other supporting materials NORCOM reasonably may request to verify the contents of any invoice.

## **NORCOM CONTRACT FOR PROFESSIONAL SERVICES**

### **Attachment B-Insurance Requirements**

The Consultant shall procure and maintain for the duration of this contract insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, his agents, representatives, employees or subconsultants. The cost of such insurance shall be paid by the Consultant. Insurance shall meet or exceed the following unless otherwise approved by NORCOM.

#### **A. Minimum Insurance:**

- Commercial General Liability coverage with limits not less than \$1,000,000 per occurrence/ \$2,000,000 annual aggregate.
- Business Automobile Liability Coverage with limits not less than \$1,000,000 per accident for any auto.
- Stop Gap/Employer's Liability coverage with limits of not less than \$1,000,000 per accident/disease.
- Technology Errors and Omissions (E&O) shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.
- Workers' Compensation coverage as required by the Industrial Insurance Laws of the State of Washington.

#### **B. Self-Insured Retentions:**

Self-insured retentions must be declared to NORCOM in writing.

#### **C. Other Provisions**

1. Commercial General Liability policies must be endorsed to:
  - a) include NORCOM, its officials, employees and volunteers as additional insureds,
  - b) Provide that such insurance shall be primary as respects any insurance or self-insurance maintained by NORCOM.
2. Consultant or its Insurance Agent/Broker shall notify NORCOM of any cancellation, or reduction in coverage or limits, of any insurance within seven (7) days of receipt of insurer's notification to that effect.

#### **D. Acceptability of Insurers**

Insurance shall be placed with Insurers with an AM Best rating of A-minus or higher.

#### **E. Verification of Coverage:**

The consultant shall furnish NORCOM with certificates of insurance required by this clause. The certificates are to be received and approved by NORCOM before work commences.



## MEMORANDUM

To: Governing Board  
From: Bill Hamilton, Executive Director  
Date: 04/11/2025  
Subject: April IT & Operations Newsletters

---

### Executive Summary:

The IT & Operations Newsletters contain updates and other important topics. The Newsletters are presented to the Board for review, input, and questions.

### Background:

The Newsletters are routinely provided to the Board.

### Past Board or Other Related Actions:

N/A

### Policy and Strategic Implications:

N/A

### NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends the Board review the updates and offer input or questions as desired.

### Staff Comments:

N/A

### Options

### Risks

Finance Committee Review: No

Legal Review: No

Joint Operations Board Review: No

---

## Attachments

April IT & Operations Newsletters



# Information Technology Updates

From: Andrew Johnson, Acting IT Manager

April 2025

## Radio

### PSERN to CAD Interface

Equipment is being configured. Tyler Technologies is configuring their portion of the interface.

### Alpha-Numeric Paging

New alphanumeric Paging system has successfully been deployed. There have been no reported issues, and the system is functioning as expected. NORCOM is requesting additional backhaul bandwidth from PSERN to enable remote maintenance of the new equipment.

## Project, Systems and Programs

### Windows 11

NORCOM IT is migrating all workstations to Windows 11, including those in dispatch. This project is scheduled for completion before Windows 10 reaches end-of-life in Q4 2025.

### Warm Backup Solution

Funded through NORCOM's 2025 capital projects budget, we are currently researching options to establish a warm backup site at RCECC. This effort focuses on identifying secure, automated backup systems that meet our operational needs and support rapid recovery in the event of a system failure or cyberattack.

### Internet Resiliency

To enhance our internet reliability, NORCOM is exploring options for a third internet service provider. Adding a third ISP will improve our ability to maintain stable, redundant internet access in the event of service interruptions or outages, ensuring

we can continue delivering critical services without disruption. This initiative is funded through approved capital funds in the 2025 budget.

### 911 Console Replacement

The final steps of the 911 console replacement project are underway. Window tinting has been scheduled and will cover all windows on the 7th floor—from dispatch through to the breakroom and locker room. NORCOM is also working with the sound paneling vendor to finalize logo placement before installation.

### Multi-factor Authentication

Testing is in progress with IT staff and new dispatch consoles to ensure full functionality prior to a wider rollout across all NORCOM workstations.

### Network & Security Specialist Position

A candidate is scheduled for a final interview this week. In the meantime, a contract with Ivoxy has been approved to provide network services, with a focus on the upcoming firewall migration. This effort is funded through cost savings from the position remaining vacant.

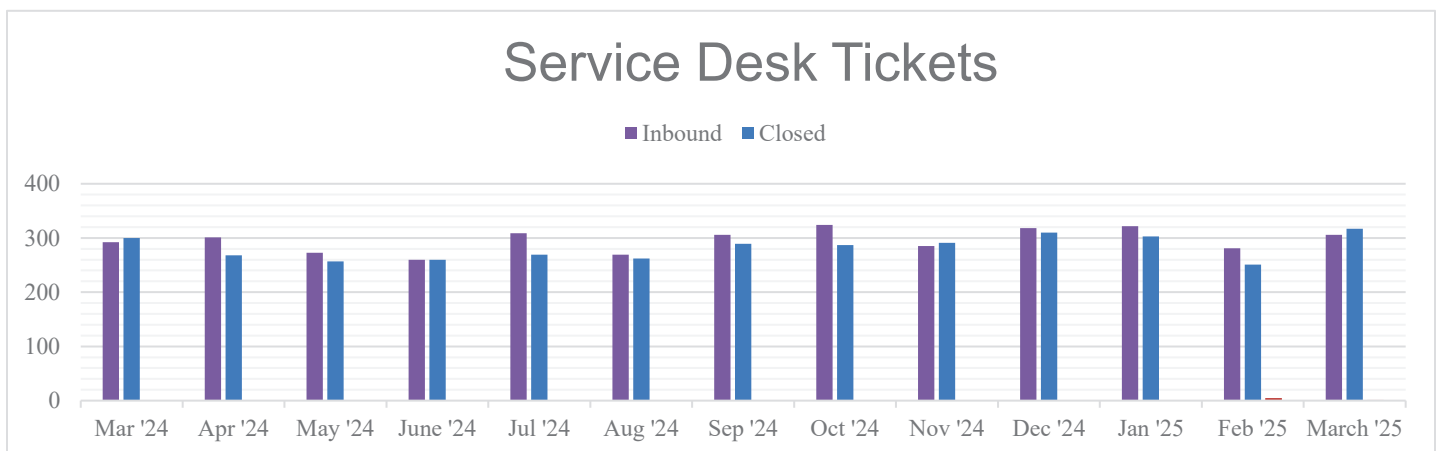
## IT Service Desk

### Surveys

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

Last Month: 11 surveys were returned (44 ratings)

- Better than expected – 35
- As expected – 9
- Worse than expected – 0





# 911 OPERATIONS UPDATES

From: Katy Myers, Deputy Director

April 2025

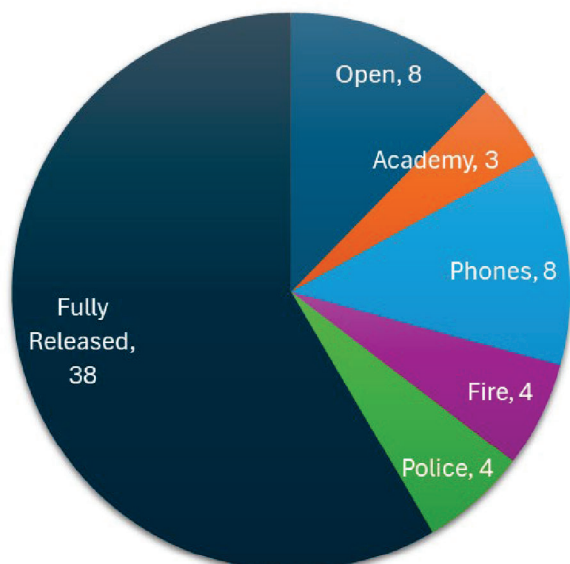
## Quality Management Work Group – strengthening service through collaboration

We've launched a Quality Management (QM) Work Group to evaluate and strengthen our approach to quality assurance in call-taking. This team, composed of staff from dispatch, supervision, training, and QA, is working to build a consistent, supportive program that reinforces policy, promotes professional growth, and ensures excellent service delivery to our communities and partner agencies.

The group's initial focus is on evaluating emergency and non-emergency call-taking. Efforts include reviewing current evaluation tools, updating QA forms, and defining the key elements of a quality call. The revised approach will emphasize consistency in scoring, clarity in expectations, and meaningful feedback to support continued development of our PSTs.

As part of the new Quality Management program, we are building a recognition component to celebrate excellence. Designed to highlight outstanding performance identified through the QA process and recognize individuals who go above and beyond in their work. It reinforces the program's focus on growth, accountability, and appreciation—helping to build a culture where excellence is both expected and celebrated.

## March 2025, 911 PST Staffing Levels



Congratulations to our newest fully released PSTs:  
Nathaniel and Emma



## 2024 NORCOM Award Winners

Telecommunicator of the Year – Devin  
Supervisor of the Year – Kaitlin  
IT Employee of the Year – Melanie  
Admin Employee of the Year – Chelsie  
Fire Dispatcher of the Year – Ryan  
Police Dispatcher of the Year – Callie  
Call Receiver of the Year – Emma  
Trainer of the Year – Nick  
Director's Award for Excellence - Andrew

**National Public Safety Telecommunicators Week**  
**April 13-19, 2025**