



2024

ANNUAL REPORT

2024 ANNUAL REPORT

TABLE OF CONTENTS

2024 by the numbers.....	1
Message from the Governing	
Board Chair.....	2
Message from the Treasurer	3
Message from the Executive	
Director	4
NORCOM Cares	5
Principal Representatives	6
2024 Governing Board	7
2024 Organizational Chart.....	8
911 Operations	9
Training	19
Human Resources	21
Administrative Services	25
Finance	26
Information Technology.....	30
Public Records.....	34

SERVICE BY THE NUMBERS

Total # of calls answered -	354,168
Total unique fire address points	284,500
Calls with Police Units Dispatched	154,449
Total unique police address points	120,100
Calls with fire/EMS Dispatched	83,214
Total fire road segments	40,400
Total police road segments	16,500
Total fire road miles	4,180
Public disclosure requests	3830
Total police road miles	1,360
Average daily calls received	970
Total Service Area in square miles	660
Total fire square miles covered	658
Total police square miles covered	81.5
Cardiac Saves	72
Babies born with dispatch assistance	1

***The NORCOM mission is to be a caring and trusted servant
to those who need help and those who provide help***

2024 ANNUAL REPORT

MESSAGE FROM THE GOVERNING BOARD CHAIR

On behalf of the NORCOM Governing Board, I am honored to share NORCOM's 2024 Annual Report with you. As Chair of the NORCOM board for 2024, with support from Vice Chair Toni Call and each member of the Governing Board, as well as NORCOM's leadership and staff.

One major accomplishment during 2024 was upgrading the Dispatch Center at the Bellevue Facility. During this time of construction, the center was moved to the Redmond backup center, and the staff continued their excellent job of providing the same level of service they do every day. The leadership and staff's dedication during this time deserves a HUGE THANK YOU.

One of the Governing Board's goals was to have a strategic plan by the end of 2025. A strategic plan will ensure NORCOM's continued high-level performance and provide a written plan for its internal and external environments for any necessary changes to ensure a successful future.

I appreciated getting to know the NORCOM staff and conversing with Director Bill Hamilton about issues and concerns. Director Hamilton prioritizes the continued recruitment and retention of all staff, and he truly understands that whether it is the public or one of the law enforcement or fire agencies, everyone is treated with a high level of professionalism.

Thank you for allowing me to be the Chair of NORCOM in 2024 and for another very successful year!

Thank you,

A. Brian Culp
Fire Chief
King County Fire District 27



A. Brian Culp

Fire Chief

King County Fire District 27

2024 ANNUAL REPORT

2024 TREASURER REPORT

NORCOM completed 2024 with another year of financial excellence due to the hard work and commitment of staff, the Finance Committee, and the Governing Board. Financial Highlights of 2024 include the transfer of almost \$650,000 into the Operating Expense and Rate Stabilization reserves in anticipation of costs around service expansion. In 2024 the Governing Board had the opportunity to reduce agency fees due the addition of two new agencies however, prudently directed these savings to reserves. In the preparation of the 2025 Budget, NORCOM's Leadership continued the practice of analyzing prospective needs and plans for reserve funds by updating the 10-year forecast of the Operating, Capital and ER&R activities. These 10-year projections, included in the budget development, help to avoid significant changes in subscriber rates.

NORCOM received a clean audit of both the Financial Statements and the Internal Control over Financial Reporting from the Washington State Auditor's Office for the years 2022 and 2023. The audit for 2024 is scheduled to begin in November 2025.

The Finance Committee met regularly in 2024 to review activity, discuss issues and provide recommendations to the Governing Board on financial matters. This process helps provide transparency and accountability in financial management to the Governing Board.



Michael Olson

City of Kirkland
NORCOM Finance Committee Treasurer

The Finance Committee members include representatives of member agencies, the NORCOM Finance Manager and Deputy Director of Administrative Services and the NORCOM Treasurer. The Committee supports the Treasurer in the oversight of all financial records, reviews the budget, and provides support and expertise to the NORCOM Finance Manager. I have served on the Finance Committee since its inception, and have served as the Treasurer since 2015. I want to express my thanks and appreciation to those who have worked so diligently to keep NORCOM financially strong.

2024 ANNUAL REPORT

MESSAGE FROM EXECUTIVE DIRECTOR

I am pleased to share the NORCOM 2024 Annual Report. The report provides an opportunity to reflect upon and share a broad overview of the vital work performed and an introduction of the dedicated people who make it possible to complete our critical mission. I want to thank the supportive leadership of the NORCOM Governing Board, Finance Committee, and our Police and Fire Operation's boards, each representing a City, Fire, or Police agency within our service area. Without their dedicated support, direction, feedback, oversight, and accountability, the NORCOM model would not be stable and thriving. For example, in 2024 we received support for improved mental wellness services for all team members, updated critical operational and technological infrastructure, and strengthened fiscal and operational resiliency. The collaboration also led to the development of many new policies and procedures in support of more effective service delivery to our field responders and communities. Lastly, the Governing Board provided the funding necessary to remodel the primary 911 work area, replacing workstations that were almost 20 years old, with modern equipment that better serves our team's professional needs while also providing essential workplace comforts.

The role of the 911 professional is critical to public safety, yet the daily exposure to secondary trauma, and the associated shift work of a 911 employee can be stressful. In response, NORCOM has increased emphasis on improving mental wellness support systems for employees. This includes additional training, increased funding for our expanded Peer Support team and a new external partnership that more quickly connects 911 employees with mental health professionals trained to assist first responders. Additionally, the entire NORCOM team continues to maintain a culture where everyone feels a



William Hamilton
Executive Director

sense of duty to recognize and quickly support a team member managing a tough call or difficult situation.

The term "911 professional" is not limited to those answering the 911 call or sending help. Behind the scenes is a dedicated, skilled and supportive team maintaining critical technical systems, ensuring reliability and integrity, agency outreach, and a myriad of essential administrative support. This team is skilled, adaptive, and highly creative, and their dedicated 'can do' approach to service is well respected and critical to NORCOM's collective ability to serve.

As the Executive Director, my primary role is to provide for and serve the NORCOM team, to include the Governing Board, our field responders, and our communities. It remains my pleasure to do so, and I am fortunate to have the opportunity.

Thank you.

Bill

2024 ANNUAL REPORT



We commit to working

Cooperatively toward a common goal; to be held
Accountable for my words and actions; to showing
Respect to all people I come in contact with; to striving for
Excellence in my work, word and deeds and to being
Supportive of those I work with and for.

2024 ANNUAL REPORT

PRINCIPAL REPRESENTATIVES



2024 ANNUAL REPORT

2024 GOVERNING BOARD

Chair

Brian Culp
Fire Chief
Fire District # 27 – Fall City

Vice Chair

Toni Call
Deputy City Manager
City of Bothell

Nathan McCommon
Deputy City Manager
City of Bellevue

Kyle Kolling
Police Chief
City of Clyde Hill

Julie Underwood
Deputy City Manager
City of Kirkland

Mike Harden
Police Chief
City of Lake Forest Park

Jeff Sass
Police Chief
City of Medina

Ed Holmes
Chris Sutter
Police Chief
City of Mercer Island

Dan Yourkoski
Police Chief
City of Normandy Park

Mike Bailey
Fire Chief
City of Snoqualmie

Ben Lane
Fire Chief
Eastside Fire & Rescue
Woodinville Fire & Rescue
Duvall Fire District #45
Mercer Island Fire Department

Matt Cowan
Fire Chief
Northshore Fire Department
Shoreline Fire Department
Bothell Fire Department

Adrian Sheppard
Fire Chief
Redmond Fire Department

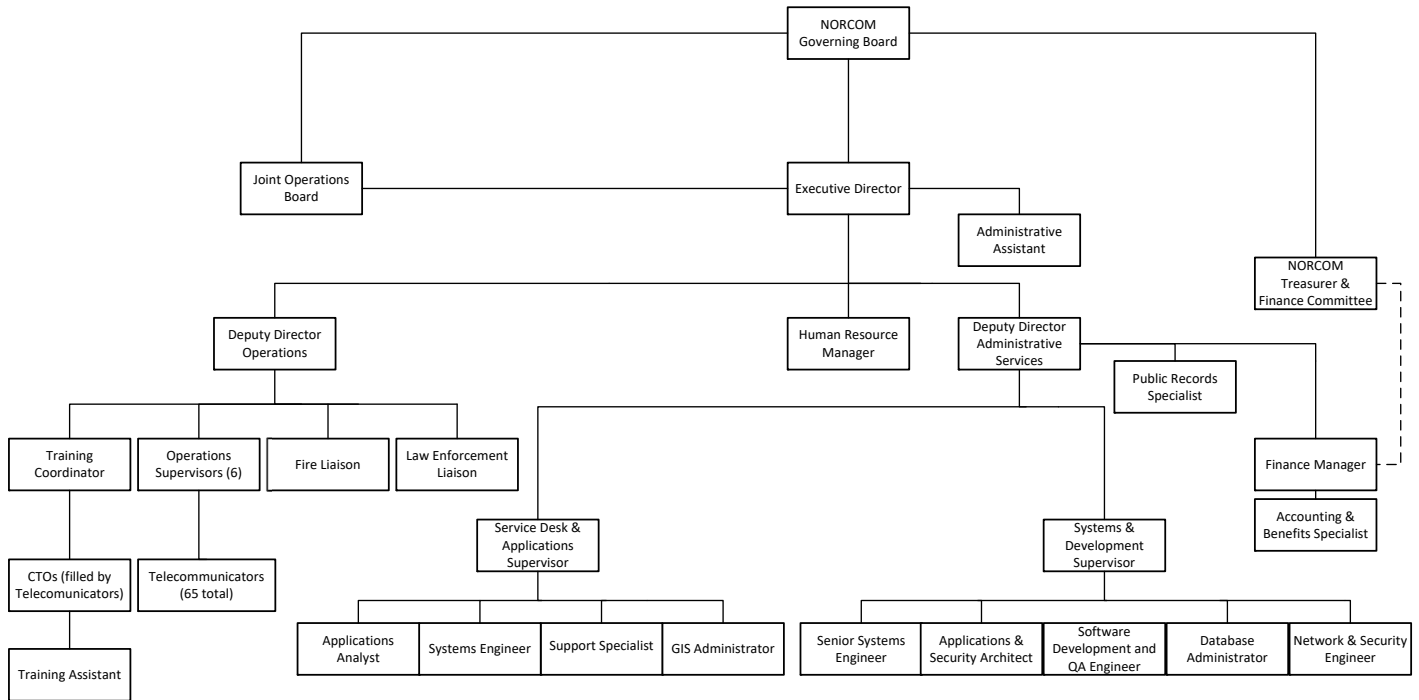
Jay Wiseman
Fire Chief
Snoqualmie Pass Fire

James Knisley
Fire Chief
Skykomish Fire District #50

2024 ANNUAL REPORT



NORCOM 2024 Organizational Chart



2024 ANNUAL REPORT

911 OPERATIONS

The position of Deputy Director for Operations (DD OPS) is responsible for the management and oversight of all day-to-day operational aspects of NORCOM. This includes operations, training, agency liaisons, and continuity of operations. This position has a total of nine direct reports. NORCOM Operations has a total of seventy-four full time employees.

OPERATIONS

Project Work

NORCOM Operations focused on the operationalization of several large projects to include the Console Workstation Replacement, the VIPER Phone Upgrade, a PSERN radio upgrade, and a Tyler CAD Upgrade.

Toward the end of 2024, these projects came together simultaneously. NORCOM Operations relocated to the Backup Center in September, with plans to return to our primary facility in Bellevue in November.

This allowed seventeen new workstations to be installed, replacing the previous workstations that had been in use for seventeen years, vastly exceeding their ten-year lifespan. The new workstations are “state of the art,” offering workplace comforts such as lighting, heating, cooling, and optimal ergonomics. They feature sound-dampening improvements and are equipped with highly visible lighting indicators, making it easy to ascertain which dispatchers are on an emergency phone call or working a radio.

While the workstations were being installed, the primary Bellevue location was also undergoing an upgrade to its 911 system phone. This phone upgrade, although it has minimal impact on workflow, is a significant upgrade for the entire



Roky Louie
Deputy Director of Operations

county. Prior to the upgrade, all 911 calls that NORCOM handles were routed to the primary Bellevue facility. If NORCOM wanted to move operations to the backup center, the entire flow of these calls had to be rerouted. The new system allows NORCOM dispatchers to answer 911 calls anywhere. That is, half of our staff could be in Bellevue and half could be at the backup center, allowing them to take calls simultaneously at both locations. Additionally, this functionality is available countywide.

Saving Lives

One of the most important duties a Telecommunicator can perform is giving life-saving CPR instructions over the phone. This is the critical role that NORCOM plays in the Chain of Survival, which includes the call to 911, the role of the NORCOM Telecommunicator, the response from fire and police departments, and the hospitalization afterwards.

2024 ANNUAL REPORT

911 OPERATIONS

NORCOM is responsible for 72 Cardiac Arrest Survivors in 2024, a significant increase from 31 in 2023. In addition, one baby was delivered over the phone by a NORCOM Telecommunicator in 2024.

Call Performance

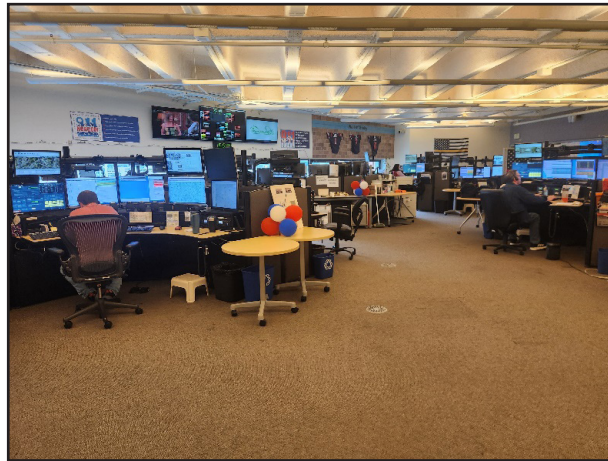
2024 saw a consistent level of activity when compared with previous years. While the incoming call volume remained the same, there was a 20% increase in the number of dispatched police calls.

2025 Operational Goals and Objectives

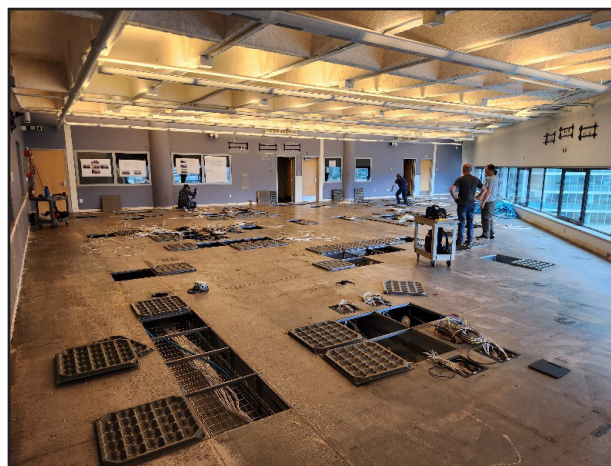
- NORCOM Operations is dedicated to working collaboratively with Human Resources to bring the Telecommunicator workforce to full staffing in 2025. This includes not only training of larger and more frequent new hires classes, but also in ancillary support such as accommodating a larger number of applicants sit-alongs, serving on interview panels, and also welcoming and supporting new hires through a variety of means including socialization, mentoring, and peer support.
- NORCOM is currently updating all policies and procedures. Police and fire dispatch sections were completed in 2024. DATA and call taking are planned to be completed by early 2025, with Operations, Training, and Continuity of Operations to follow.
- NORCOM Operations continues to focus on scenario-based training and systems outage training to include low frequency-high criticality scenarios, manual dispatching during computer outages, radio outage procedures, and conducting effective emergency operations from our backup center.

2024 ANNUAL REPORT

Workstation Replacement Project



Before



During



Completion

2024 ANNUAL REPORT

911 OPERATIONS

NORCOM's 15 Year Anniversary – July 1, 2009 – July 1, 2024

NORCOM is celebrating 15 years of dedicated service to our communities. NORCOM was officially formed with the signing of an inter-local agreement on October 25, 2007. NORCOM “went live” and began delivering 911 services on July 1, 2009. During our first 15 years, with the critical support of dedicated NORCOM technology, training, and administrative staff.

NORCOM Telecommunications

Answered approximately 4,250,000 calls
Dispatched approximately 2,900,000 calls for service to first responders
Helped to deliver 50 babies over the phone
Experienced 450 confirmed “saves,” for instances in which a NORCOM Telecommunicator provided calming telephone CPR instructions, and the patient survived.

A brief overview of how NORCOM was formed is that several municipalities and first responder agencies convened in the early 2000s to discuss the potential development of a regional 911 dispatch center to triage and dispatch police, fire, and medical response services for multiple agencies across the region. Merging existing PSAPs and cultures, developing uniform policies and procedures, creating an equitable financial model, and addressing significant technological needs were understandably daunting. However, leadership never lost sight of the importance of the primary goals of capitalizing on economies of scale to reduce unnecessary and costly redundancies, increasing the effectiveness of local and regional services to our collective communities. Most importantly, **NORCOM** was formed to save lives.

The collaborative development of the NORCOM model is a true example of public service at its best and what can be accomplished through collaboration and steadfast, selfless leadership.



2024 ANNUAL REPORT

911 OPERATIONS

The primary role of the Law Enforcement Liaison position is to develop, maintain, and enhance professional relationships with our law enforcement customers. The LE Liaison provides a 360-degree communication conduit between NORCOM and our eight police agencies. The liaison explores, communicates, and facilitates police-related customer service needs and problem-solving solutions, including technology, call-receiving, dispatch services, policy revisions, and project development.

2024 Highlights: Projects and Process Improvements

Working in conjunction with the Police Operations Board and internal stakeholders, the Law Enforcement Liaison facilitated many projects and process improvements, including:

In 2024, LE Liaison led a team standardizing the Tyler CAD police unit 'call signs' or designators for all partner police agencies. In 2024, the NORCOM service area and partnerships expanded further with the addition of the Lake Forest Park and Bothell Police Departments. This transition necessitated a thorough review and de-confliction of all policies and procedures. The standardization of procedures is crucial for any multi-jurisdictional communication center and was a priority project for 2024.

For example, our telecommunicator staff must have established procedures to serve three police radio positions, eight police agencies, and approximately 447 commissioned officers. To be highly effective, this requires a strong working knowledge of 93 police procedures, 55 fire procedures, 43 data procedures, and over 40 call-receiving procedures.

Additionally, we manage over 58 categories of units (such as K-9, Animal Control, Traffic Units, and bike teams). Additive to this complexity,



Jeremy Henshaw
Law Enforcement Liaison

the telecommunicator must understand and differentiate between the various ranks, shifts, districts, and geographical mapping areas for each agency served.

Recognizing this complexity, a cross-section of NORCOM team members and the Police Operations Board collaboratively developed standardized unit designators across all eight agencies. This change enhanced officer safety, and the increased consistency provided greater efficiency for NORCOM staff.

In 2024, NORCOM formalized procedures for reducing field unit responses during high call volume events or unusual occurrences that significantly impair NORCOM's or an agency's ability to maintain effective service delivery. Such situations include earthquakes, severe windstorms, flooding, extended technical outages, and other unusual or severe instances. Prompted by input from the Governing Board and insights from our internal staff, we implemented these new procedures. Remarkably, within three days of implementation, we experienced a severe windstorm that generated a very high call volume in the center, which prompted the activation of the new procedure.

2024 ANNUAL REPORT

911 OPERATIONS

On average, NORCOM manages about 800 calls a day. However, on the day of the storm, staff processed over 3,500 incoming calls, including 747 calls, in just one hour! We managed 611 incidents requiring police responses and 1,732 that required fire responses. These procedures were crucial in allowing NORCOM staff to focus on emergency calls so that first responders could prioritize life-saving emergency responses.

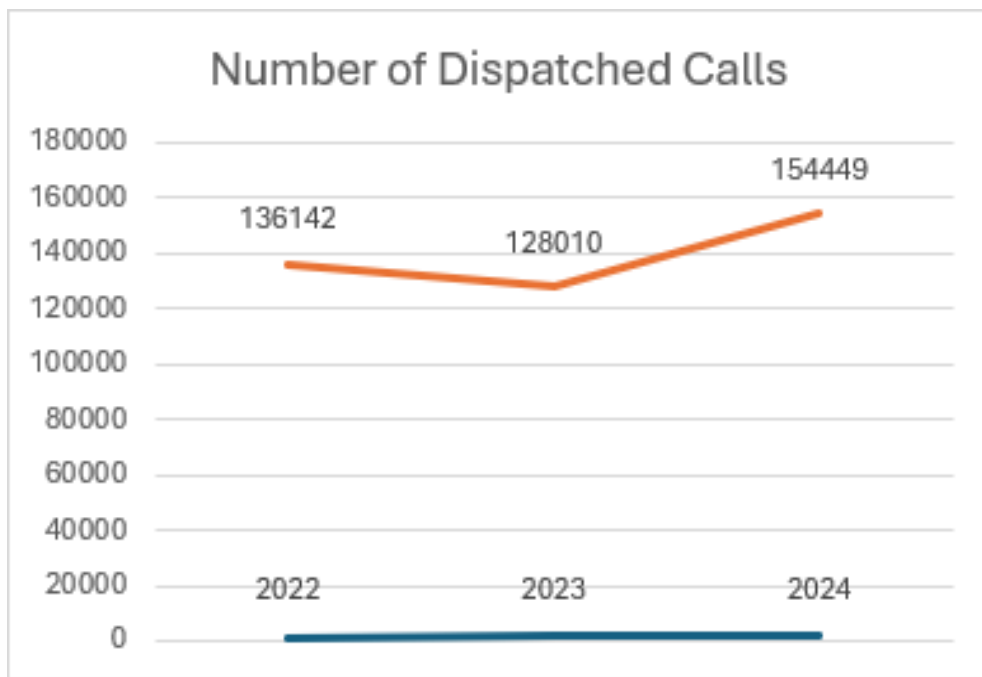
Technology continually drives changes in our participating police agencies. In 2024, the Law Enforcement Liaison oversaw several important technological updates, including the implementation of Drone/UAS procedures for five of our police agencies and the introduction of a vehicle tracking system for three of the agencies.



2024 ANNUAL REPORT

911 OPERATIONS

2024 POLICE CALL DATA	TOTALS
Bellevue Police Department	61,330
Bothell Police Department	24,986
Clyde Hill Police Department	2,071
Kirkland Police Department	45,517
Lake Forest Park Police Department	5,076
Medina Police Department	1,591
Mercer Island Police Department	11,357
Normandy Park Police Department	2,521
TOTALS	154,449



2024 ANNUAL REPORT

911 OPERATIONS

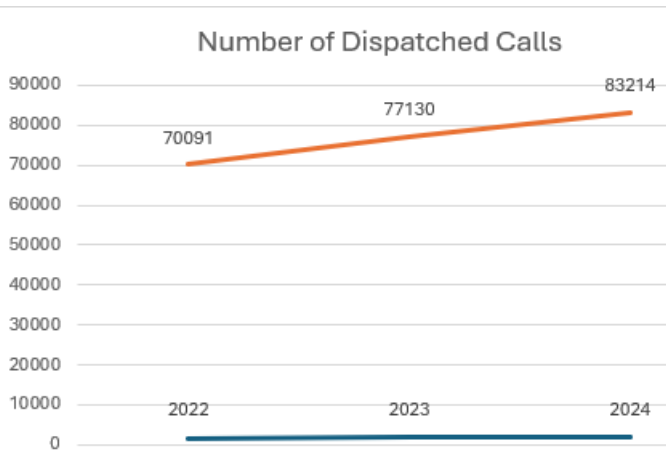
Fire Liaison

NORCOM's Fire Liaison works closely with Zone 1 Fire Agencies and King County Emergency Medical Services to foster strong relationships between all aspects of NORCOM and fire department personnel. The Fire Liaison represents NORCOM at various Zone 1, King County Fire Operations, and King County EMS boards and committees.



Cory James
Fire Liaison

2024 FIRE CALL DATA	TOTALS
Total number of fire agency calls dispatched	83,214



2024 Highlights:

This year, the Fire Liaison continued promoting interagency collaboration and interoperability. Working in conjunction with various external groups and internal stakeholders, the Fire Liaison facilitated many projects and process improvements, including:

- In 2024, the Fire Liaison supported and encouraged regionalized and standardized Fire and EMS response plans while meeting the individual needs of each agency. This allowed our agencies to provide greater

consistency in responses, allowing both field responders and NORCOM Operations to better predict what resources were being sent to incidents. Working with a Zone 1 Operations Chiefs subcommittee, collaboration occurred to update response plans for large-scale and high-priority incidents. In partnership with NORCOM IT and Operations Staff, those updates were implemented for each agency. Additionally, work continued to determine what unit capabilities could be regionalized while removing those that were no longer in use. Along the lines of regionalized responses, NORCOM supported several agencies by adjusting jurisdictional areas and resources after the implementation of several agency contracts for services. The combination of jurisdictions results in fewer operational differences between agencies, thus streamlining procedures for NORCOM Operations staff.

- NORCOM's Fire Agencies fall within the Zone 1 portion of King County where each agency bases many of their procedures off the King County Fire Chiefs Model Procedures. The Fire Liaison worked in partnership with the King County Operations Chiefs to evaluate several model procedures that involved dispatch operations. As a result, the group

2024 ANNUAL REPORT

911 OPERATIONS

was able to complete several updates resulting in more efficient responses, creating new call types, and streamlining procedures.

- During 2024, the Fire Liaison researched opportunities and proactively pursued non-traditional funding opportunities. Of those opportunities, the Fire Liaison was able to secure full funding for 2024 of the PulsePoint application through a grant awarded by the Medic One Foundation. PulsePoint is a 9-1-1 connected mobile application that alerts CPR-trained individuals to a cardiac arrest occurring nearby in a public place. With its extensive AED database, potential community responders are able to determine where the closest AED is located allowing them to provide immediate assistance before emergency responders arrive. The Medic One Foundation is a nonprofit organization dedicated to saving lives by improving pre-hospital emergency care.
- In 2024, Sound Transit went live with two light-rail lines in NORCOM's jurisdictional area. Each of these lines, impacting four NORCOM fire agencies, required research and development of new policies, procedures, call types, and training.
- Towards the end of 2024, NORCOM's Fire Liaison, in conjunction with NORCOM Operations, Training, and King County EMS, launched the Telephone Referral Program. While this program has been a regional service for over 20 years, it went away when the vendor providing the service ceased operations in 2023. The Fire Liaison worked closely with King County EMS to develop requirements and a Request for Proposal that resulted in securing a new vendor to provide this service.

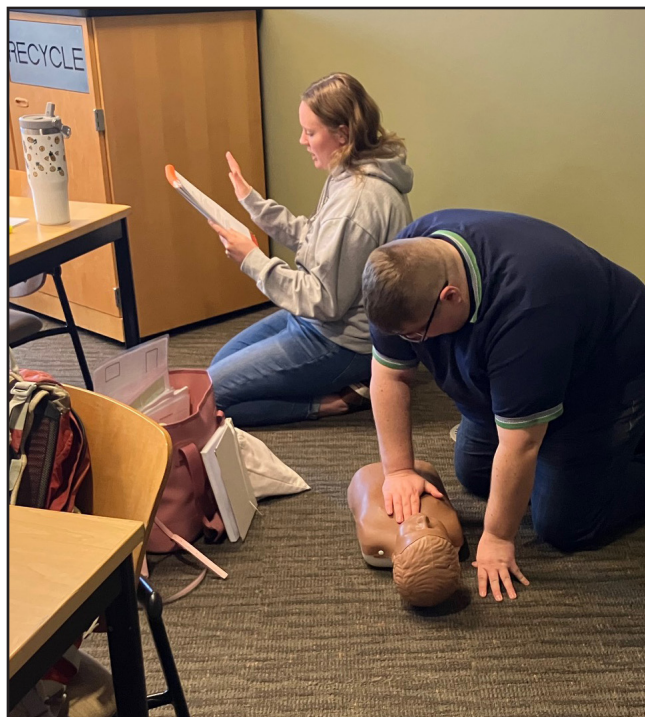


2024 ANNUAL REPORT

TRAINING

The Training Department is responsible for coordinating training for Telecommunicators and Operations Supervisors. Our Cadre of trainers includes a Training Coordinator and six Communications Training Officers who are specially trained and supplemented by other experienced Telecommunicators on an as needed basis. Training supports Operations by providing new hire training, remedial training, refresher training and continuing education. The vast majority of training delivered is developed in-house. Training is driven by industry standards, updated policies, best practices, changing technology, legal requirements, and trends identified through Quality Assurance and Quality Improvement processes.

In 2024, NORCOM Operations personnel received over thirteen thousand hours of training. This includes over 10,000 hours of one-on-one training, over 2,000 hours of classroom instruction, and over 700 hours of continuing education. NORCOM conducted four call-receiving academies, preparing 29 newly hired Telecommunicators to begin the first phase of one-on-one training. The academy includes lectures, role-play, drills, guided discussion, and tests designed to provide students with foundations in King and Snohomish County addressing principles, CAD functionality, Emergency Medical Dispatch, interview techniques, fire/EMS/police call types, call triage, emergency instructions, and crisis intervention, among other categories. After approximately 440 hours of training, students culminate their academy with intense and realistic mock calls which they must process without assistance before graduating and beginning their training on live 911 calls. Upon successful completion of academy, we provided about 5400 hours of one-on-one training on call taking.



The training team conducted multiple radio academies for Call Receivers who are progressing through their training into radio dispatching. These abbreviated, internal training courses build on the knowledge already gained from call receiving and cover additional topics revolving around technology, legal compliance, and understanding the work done by other first responders in the field to prepare Telecommunicators for their role looking out for the safety of field responders and assisting with resource management.

In total, the team trained 21 students at radio academies for approximately 532 hours. Upon the successful completion of the academies, staff conducted over 1,300 hours of training on fire radio and over 3,500 hours of training on police radio.

2024 ANNUAL REPORT

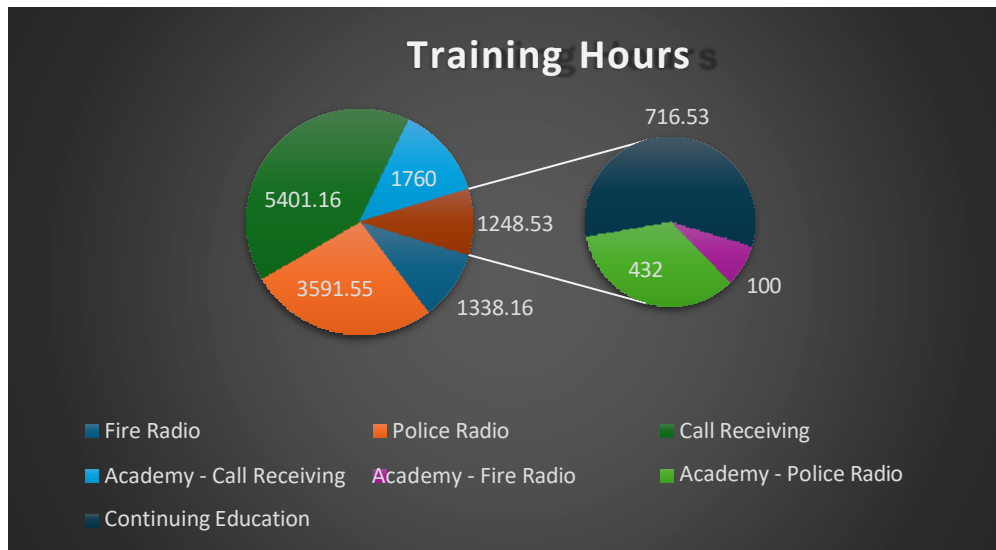
TRAINING



In addition to a strong focus on preparing new Telecommunicators for their career, the team provided and facilitated over 867 hours of continuing education (CE) to reinforce learning, refresh policies, maintain perishable skills and update procedures. The training team manages numerous internal CE programs including BOOST (Building Opportunities through

Optimism, Skills and Training), a monthly scavenger hunt to reinforce understanding of resources available; the NORCOM Weekly Reader, a weekly dive into various topics; Quarterly Continuing Education (QCE), a quarterly in-depth, virtual learning experience designed to provide comprehensive review of a specific topic; Quarterly Addressing Drills (QAD), a quarterly opportunity to reinforce skills used to improve call addressing efficiency and the Quarterly DATA Drill, a quarterly learning activity designed to reinforce appropriate procedures for performing functions related to ACCESS/ NCIC and other similar law enforcement support resources.

Norcom stands ready to support our partners. The training team coordinates opportunities for Telecommunicators to assist with law enforcement and fire training scenarios; an opportunity that provides realism to the first responders on the ground and greater understanding for the Telecommunicators.

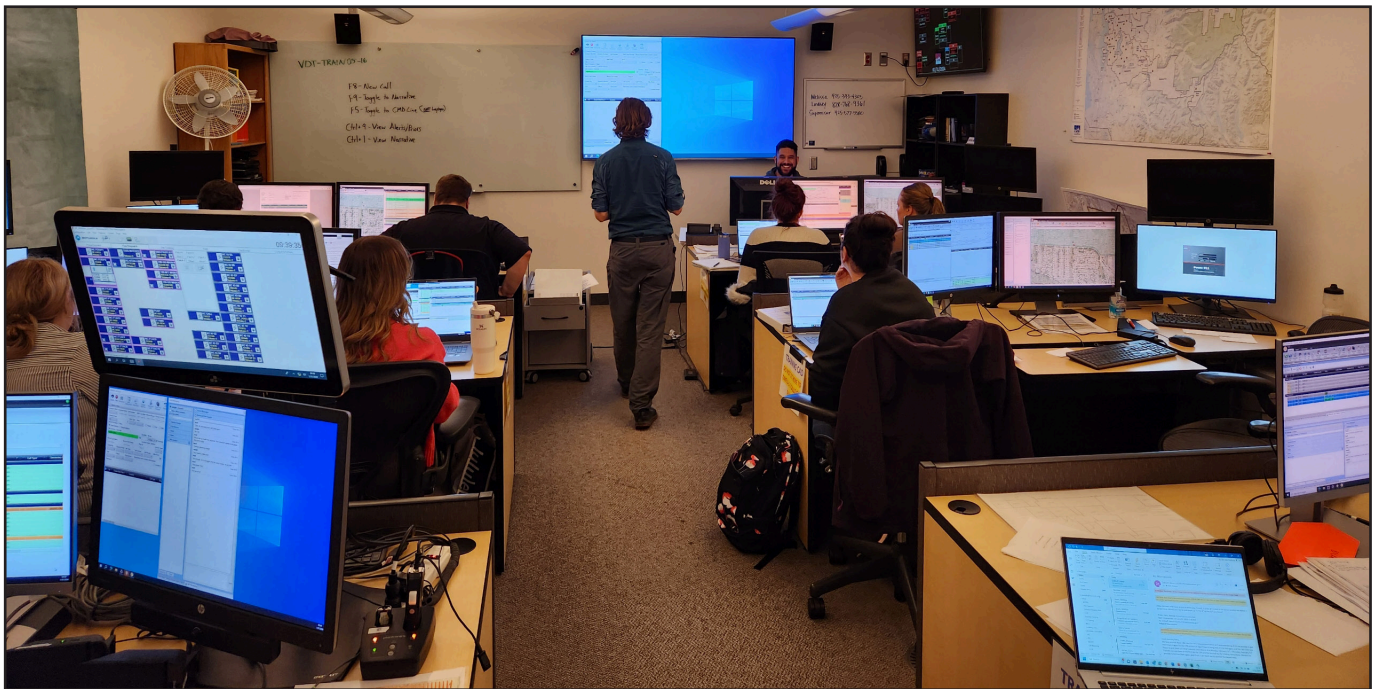


2024 ANNUAL REPORT

TRAINING

NORCOM looks forward to opportunities to continue to improve the service we provide to the public, other first responders and other partners through refinement of processes, development of training and our continued efforts to be supportive of training requests whenever

possible. Additionally, we are excited about the opportunities presented by newly-adopted statewide Telecommunicator certification and training requirements and look forward to continuing to develop and deliver high- quality training to support our agency's mission.



2024 ANNUAL REPORT

HUMAN RESOURCES

The position of Human Resources Manager is responsible for recruitment, promotional processes, retention, diversity, administering protected leaves, labor contract administration, employee relations, organizational analysis, internal investigations, and maintenance of Human Resources (HR) records.

Recruitment

In 2024, NORCOM hired 31 Telecommunicators (29 new hires and 2 rehires). HR also managed the process to fill the positions of Operations Supervisor, Applications Analyst, and Software Analyst & QA Engineer.

Last year's recruitment strategies included HR participation in the 911 Program Office Staffing Task Force, the continued use of Critical (dispatch testing software), and virtual recruitment events.

Events Committee

The NORCOM Events Committee consists of employees from each department within NORCOM with the purpose of organizing and supporting events that encourage camaraderie, as well as providing a little fun! A few examples are bringing in emotional support animals, decorating mini pumpkins in October, and decorating cookies for various holidays, announcing birthdays during the current month, hosting potlucks for national days and holidays, posting monthly questions sessions, and heading the two biggest events of the year, Annual Awards and Telecommunicator Week. Big or small, the NORCOM Events Committee ensures each employee feels appreciated, celebrated and is reminded that, as important and serious as our jobs are, we all deserve a little fun!



Judy Cayton
Human Resources Manager



2024 ANNUAL REPORT

HUMAN RESOURCES



2025 Goals and Objectives

- Develop and implement additional strategies to increase diversity in the employee population
- Identify and implement practices to more accurately predict job fit for the Telecommunicator role
- Continue to identify and implement best practices that foster employee engagement
- Manage renegotiation of the NORCOM Guild Telecommunicator contract
- Increase supervisor training
- Strengthen and expand mental health wellness & support programs for our employees



2024 ANNUAL REPORT

HUMAN RESOURCES

I first want to thank everyone who contributes to the Events Committee, selflessly helping to make important yet stressful jobs, a bit more fun and rewarding.

The NORCOM award process is unique in that the nominations come from your peers, the people working alongside you, observing sustained, outstanding performance! The NORCOM Events Committee received approximately fifty award nominations for 2024, which is one of the highest number of submissions in many years! This says a great deal about the quality, skills and character of the dedicated people who truly define NORCOM.... **YOU.**

Please join me in congratulating the 2024 award winners.

Telecommunicator of the Year – Devin Randall

Devin strives for excellence in her role as a Telecommunicator. She demonstrates poise and professionalism as she works and constantly looks for opportunities for professional improvement. She serves others as a caring friend and mentor, responding to last minute tactical dispatch assignments, and setting a standard for excellent service to internal and external customers. She strives to improve the work environment in various ways from serving on committees, to recognizing the need for cleanup around the communications center and taking the task on herself. Devin's selfless devotion to her duty is commendable.

Supervisor of the Year – Kaitlin Dinh

Kaitlin excelled in her role as an Operations Supervisor, not only in her day-to-day supervisory duties, but also in the many special assignments she was assigned or volunteered for. These included specific tasks such as serving as NORCOM's Terminal Agency Coordinator and scheduling supervisor, both of which required an incredible amount of knowledge and meticulous attention to detail. Kaitlin's performance in these areas should serve as an example to others of a standard of excellence that they can strive for.

IT Employee of the Year – Melanie Labuguen

Melanie exemplifies the core cultural values of NORCOM in every aspect of her work. Her consistent dedication to cooperative teamwork, accountability, respect, excellence, and support makes her an outstanding candidate for this recognition. Her service as a database engineer is integral to the ability of NORCOM's IT department to deliver outstanding technical services to our agency, our member agencies and the public that we all serve.

Admin Employee of the Year – Chelsie Barcus

Chelsie supports the finance and payroll functions with attention to detail, intelligence and a dedication to duty that make her shine. Her devotion to her duty has increased employee confidence in the payroll and benefits system and directly contributed to the highly-rated financial audit that was conducted during the year. In addition to her primary duties, Chelsie regularly supports any other staff member in need of assistance bringing grace, a strong work ethic and wonderful ideas in an effort to be supportive of her coworkers and our mission.

2024 ANNUAL REPORT

HUMAN RESOURCES

Fire Dispatcher of the Year – Ryan Reilly

Ryan demonstrates his proficiency as a fire dispatcher on a daily basis while dispatching and by serving as a resource for coworkers when unusual situations arise. He applies his knowledge and skills to improve our organizational efficiency by routinely volunteering to train new dispatchers, assisting with response plan maintenance, proactively identifying areas for improvement with GIS issues and serving on the premise team.

Police Dispatcher of the Year – Callie Boise

Callie's proficiency and skill as a police dispatcher are demonstrated on a daily basis. Her flexibility shines as she works through difficult or unusual circumstances while also being able to work in a support capacity covering backup and DATA functions. In addition to being a highly-competent police dispatcher, she supports her coworkers as a peer mentor and a bright, positive personality who constantly encourages others.

Call Receiver of the Year – Emma Bergeron

After only recently joining the NORCOM team, Emma has already demonstrated that she has an outstanding work ethic and capacity to serve as an example to others in the field. She is recognized by many coworkers for her devotion to duty, positive attitude, and professional prowess as a call taker with an above-average ability to process 911 calls in a manner which serves as an example to others while providing outstanding customer service to the public and other first responders.

Trainer of the Year – Nicholas Curry

Nick serves as a resource to the whole of NORCOM's training department. He supports the Training Coordinator with administrative functions and vacation coverage, performs one-on-one training nearly every day and develops internal training offerings to ensure his coworkers maintain the highest levels of ability and efficiency. In addition, he serves as a resource to other CTOs and fill-in training personnel and represents NORCOM on several regional committees related to training. Nick was instrumental in preparing NORCOM's application for Washington State Telecommunicator Training Program approval.

Director's Award for Excellence in Service – Andrew Johnson

Andrew perfectly orchestrated the biggest overhaul in NORCOM history when the furniture, cabling and equipment on the dispatch floor was completely overhauled. Prior to the demolition and installation, he also worked to ensure that the Redmond Satellite Center was fully operational and comfortable for the Telecommunicators who would work there for two months. If it wasn't for his tenacity, forward thinking, planning and oversight, this massive undertaking would not have achieved the level of success that it did.

2024 ANNUAL REPORT

ADMINISTRATIVE SERVICES

I am proud to support a group of dedicated professionals who play a critical role in ensuring our agency operates efficiently, securely, and effectively. The Information Technology and Administration teams provide the technical backbone, financial stewardship, and operational support that enable NORCOM to deliver seamless emergency communications services to our partner agencies and the communities we serve.

- The Applications and Systems Development Teams, led by Supervisors Andrew Johnson and Karen Furuya, drive technological advancements and infrastructure improvements, ensuring that NORCOM remains modern, adaptable, and well-equipped to meet the evolving needs of public safety. From major system upgrades and application enhancements to the recent dispatch floor remodel, their work ensures our systems are reliable, scalable, and responsive to the evolving needs of our users.
- The Public Records & Quality Assurance Division, managed by our Public Records Officer (PRO), balances compliance, transparency, and operational accuracy. In 2024, the PRO handled a record number of public records requests while simultaneously laying the foundation for a new Quality Management Program, set to launch in 2025.
- The Finance Team, led by Finance Manager Marianne Deppen, ensures NORCOM's financial stability through careful budgeting, fiduciary oversight, and fiscal accountability. Their work enables responsible financial management, supports long-term sustainability, and ensures that every dollar is used effectively to support our mission.



Katy Myers

Deputy Director of Administrative Services

Each of these groups plays an essential role in strengthening NORCOM's resilience, adaptability, and commitment to excellence. Whether safeguarding financial resources, advancing technological capabilities, or enhancing transparency and quality, their collective efforts enable NORCOM to provide consistent, effective, and forward-thinking emergency communications services.

2024 ANNUAL REPORT

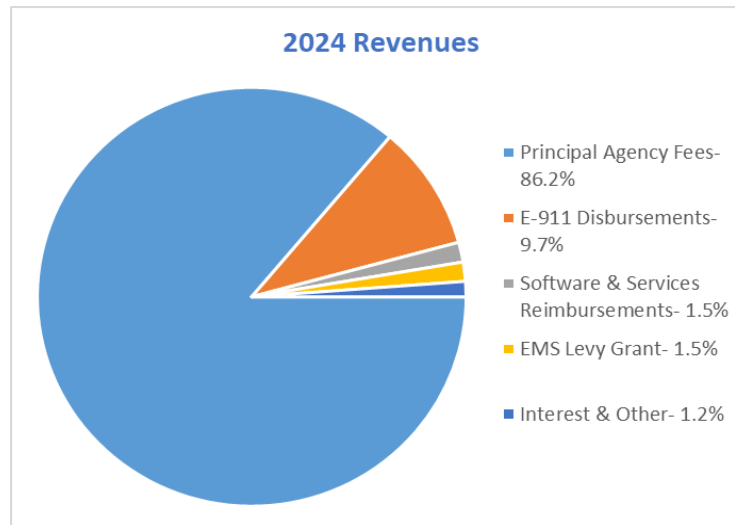
FINANCE

Marianne Deppen, Finance Manager

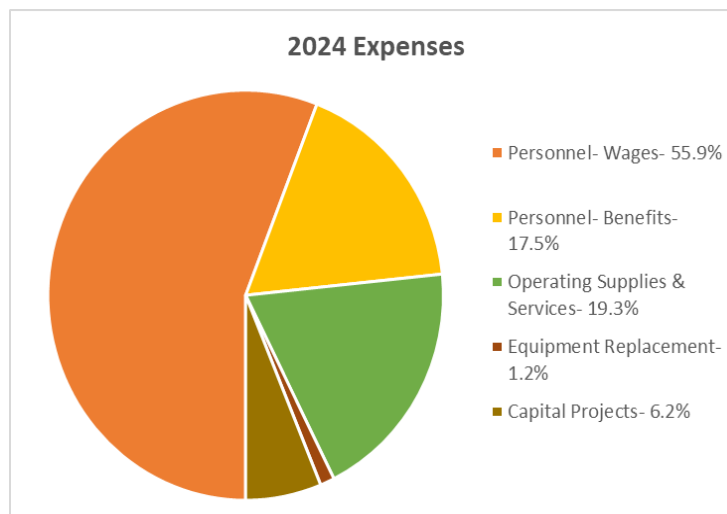
The finance business unit provides fiduciary support to other business units and has primary responsibility for the day-to-day management

of NORCOM's financial assets and resources, including purchasing, payroll, and invoicing. Additionally, the finance business unit oversees the annual budget development and prepares the annual financial statements.

2024- NORCOM by the Numbers



Total Revenues Collected: \$17,632,391



Total Spending in 2024: \$16,932,862

¹ Please note that the financial information presented in this annual report has not been audited by the State Auditor's Office, and are subject to change.

2024 ANNUAL REPORT

FINANCE

Total Spending in 2024: \$16,932,862

NORCOM undergoes independent financial statement audits completed by the Washington State Auditor's Office. NORCOM's audit reports are available at <https://www.sao.wa.gov/reports-data/audit-reports/>

\$8.6M

PROCESSED IN
ACCOUNTS PAYABLE

599

CHECKS
PROCESSED

170

INVOICES SENT TO
CUSTOMERS

115

W-2s ISSUED

2024 ANNUAL REPORT

FINANCE

Reserve Building:

NORCOM added almost \$650,000 to its reserve funds in 2024. These funds can be used to offset large fee increases in future years, or fund unexpected expenses.

PSERS Enrollment:

Telecommunicators became eligible to participate and enroll in the Department of Retirement Systems (DRS) Public Safety Officer's Employee Retirement System plan. NORCOM coordinated training and communication to employees regarding the update, and 46 employees transferred to the PSERS plan.

Long-Term Budget Planning:

NORCOM incorporates a long-term analysis of Operating, Equipment and Capital Fund needs in its budget development process. Presentation of this data allows the Governing Board to determine the best use of NORCOM's resources for budget adoption.



2024 ANNUAL REPORT

INFORMATION TECHNOLOGY

Service Desk and Applications Team

Led by Supervisor Andrew Johnson, the Service Desk and Applications Team played a pivotal role in advancing NORCOM's technology in 2024. From executing a large-scale dispatch workstation replacement to managing a rising volume of service requests, the team demonstrated exceptional coordination, problem-solving, and technical expertise.

Workstation Replacement Project

In late 2024, NORCOM successfully remodeled and modernized its dispatch floor, replacing furniture that had been in continuous 24/7 use for nearly two decades. This extensive project was a major undertaking, requiring precise planning, coordination across multiple vendors, and seamless execution to ensure minimal disruption to operations.

Key milestones included:

- Removing old furniture and carpet to make way for a refreshed, ergonomic workspace.
- Re-running electrical, data, and radio cabling beneath the floor to support modernized systems.
- Modifying floor layouts to optimize the functionality and comfort of the dispatch environment.
- Installing new carpet, upgraded lighting, and freshly painted walls and ceilings, transforming the space.
- Deploying new consoles and reinstalling mission-critical equipment, ensuring dispatchers could operate with improved efficiency.

At peak activity, up to 15 personnel from six different vendors worked simultaneously to keep the project on schedule. The timing of the remodel also aligned with a major upgrade to NORCOM's 911 Viper phone system, further demonstrating the IT team's ability to orchestrate complex, overlapping technology projects with precision.

Throughout the remodel, NORCOM's dispatch operations were seamlessly transitioned to the backup facility in Redmond, ensuring uninterrupted emergency communications. The project commenced on September 9 and was successfully completed on November 13, on schedule and within budget—a testament to the dedication and expertise of the IT team.

Service Desk Performance & Customer Satisfaction

As NORCOM's technology footprint continues to expand, the demand for IT support has grown significantly. In 2024, the IT team handled 3,478 Service Desk tickets, representing a substantial 18% increase over the previous year.

Breakdown of service requests:

- 54% were related to applications, including troubleshooting, enhancements, and integrations.
- 18% involved administrative tasks, such as onboarding and offboarding personnel for NORCOM and its partner agencies.

Despite the increased workload, customer satisfaction remained a top priority, with ongoing monitoring and feedback collection through service desk surveys. A total of 620 survey responses were received throughout the year:

- 421 (68%) rated service as "better than expected."

2024 ANNUAL REPORT

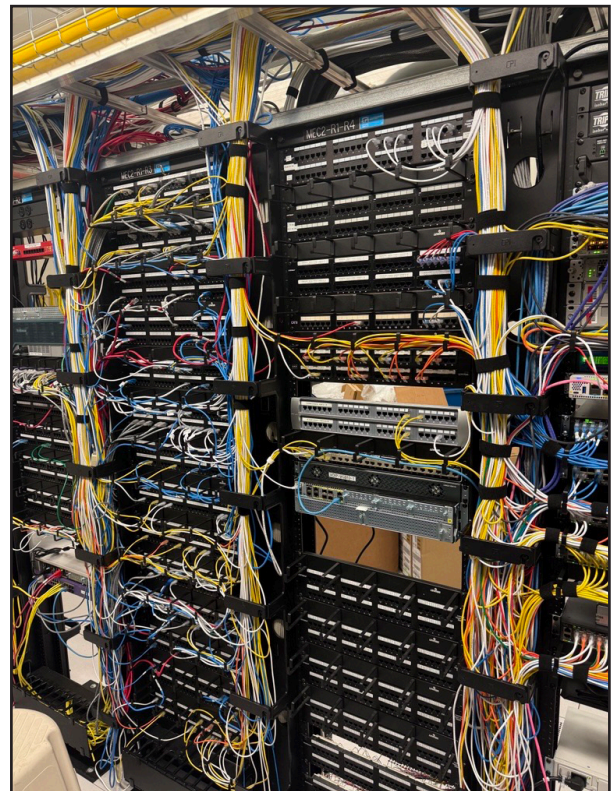
INFORMATION TECHNOLOGY

- 185 (30%) indicated it was “as expected.”
- Only 12 (2%) rated the service as “worse than expected.”

Every negative response was promptly reviewed by an IT supervisor, allowing for immediate follow-up and continuous service improvements. This commitment to responsiveness and quality has been instrumental in maintaining NORCOM’s reputation for high-caliber IT support.

Looking Ahead

The Applications Team’s achievements in 2024 highlight its unwavering commitment to innovation, efficiency, and customer service. Whether tackling large-scale infrastructure upgrades, optimizing critical systems, or responding to an ever-growing volume of service requests, the team continues to demonstrate technical excellence and adaptability.



2024 ANNUAL REPORT

INFORMATION TECHNOLOGY

2024 Annual Report Systems and Development

Led by Supervisor Karen Furuya, the Systems and Development team continued to deliver outstanding work in 2024, driving innovation, strengthening infrastructure, and enhancing cybersecurity to better serve our organization and partner agencies.

New Software Developer Hire

In August 2024, we welcomed Anthony Hsu as our Software Developer & QA Engineer, further strengthening our technical capabilities. Anthony brings a wealth of experience and has seamlessly integrated into the team, making immediate contributions to key projects.

His primary focus includes development, support, and enhancement of the RAADAR and Regional Crisis Response (RCR) web applications. This new role expands our capacity to innovate, meet evolving customer needs, and ensure the reliability of these critical systems. We are excited about the impact Anthony has already made and look forward to his continued contributions.

Cybersecurity Partnership with Arctic Wolf

In our ongoing commitment to cybersecurity and with Board approval, we established a partnership with Arctic Wolf, a leading provider of Managed Detection and Response (MDR) services. This collaboration enhances our ability to safeguard systems, mitigate risks, and protect sensitive data for both our organization and the agencies we serve.

Arctic Wolf provides 24/7 network and device monitoring, delivering real-time threat detection, rapid response, and proactive risk management. Their security operations platform helps identify vulnerabilities, ensure compliance, and fortify our defenses against evolving cyber threats.

Additionally, Arctic Wolf offers expert guidance and best practices, allowing us to continuously refine our security posture. Given the ever-changing cybersecurity landscape, this partnership equips us with the robust protection needed to stay ahead of emerging threats.

RAADAR Enhancements and Development

RAADAR continued to evolve in 2024, with a strong focus on user experience, performance improvements, and feature expansion. Eighteen releases were deployed, introducing critical updates that optimize call searches, enhance user interface functionality, and resolve reported issues.

We worked closely with the RAADAR user group, established in 2023, to gather feedback and prioritize user-driven enhancements. As a result, eight new features and improvements were implemented, directly addressing the needs of public safety professionals.

This year's development efforts reflect our commitment to refining RAADAR's performance, strengthening search and filtering capabilities, and ensuring a seamless, reliable experience for end users.

2024 ANNUAL REPORT

INFORMATION TECHNOLOGY

Network and Infrastructure Support

Maintaining a stable and efficient infrastructure remained a top priority throughout the year. Key accomplishments included:

- Timely replacement of aging equipment, improving system performance and reliability.
- Ongoing infrastructure upgrades to support new systems and increasing demands.
- Proactive maintenance and vulnerability management to ensure security and scalability.

These efforts ensure uninterrupted service delivery, reinforcing the foundation that supports our operational and technological goals.

Ongoing Collaboration with Partner Agencies

We continue to foster strong partnerships with our regional agencies, working collaboratively on critical projects that align with shared objectives. Our engagement ensures that we provide the necessary expertise, technical support, and innovation required for success.

By maintaining open communication and a collaborative approach, we strengthen the effectiveness of our collective efforts, ultimately enhancing service delivery and public safety operations.



2024 ANNUAL REPORT

PUBLIC RECORDS

Public Records and Quality Management

The Public Records Officer (PRO) manages requests under the Public Records Act, as well as requests from participating agencies and prosecuting attorneys. In 2024, NORCOM responded to 3,830 public records requests, an increase of 530 from 2023, reflecting both the growing demand for public records and NORCOM's commitment to transparency and efficiency.

In addition to handling public records requests, the PRO plays a critical role in Quality Assurance (QA), ensuring the accuracy and consistency of operational processes. This year, work began on the development of a Quality Management Program, which is expected to launch in 2025.

Key initiatives included:

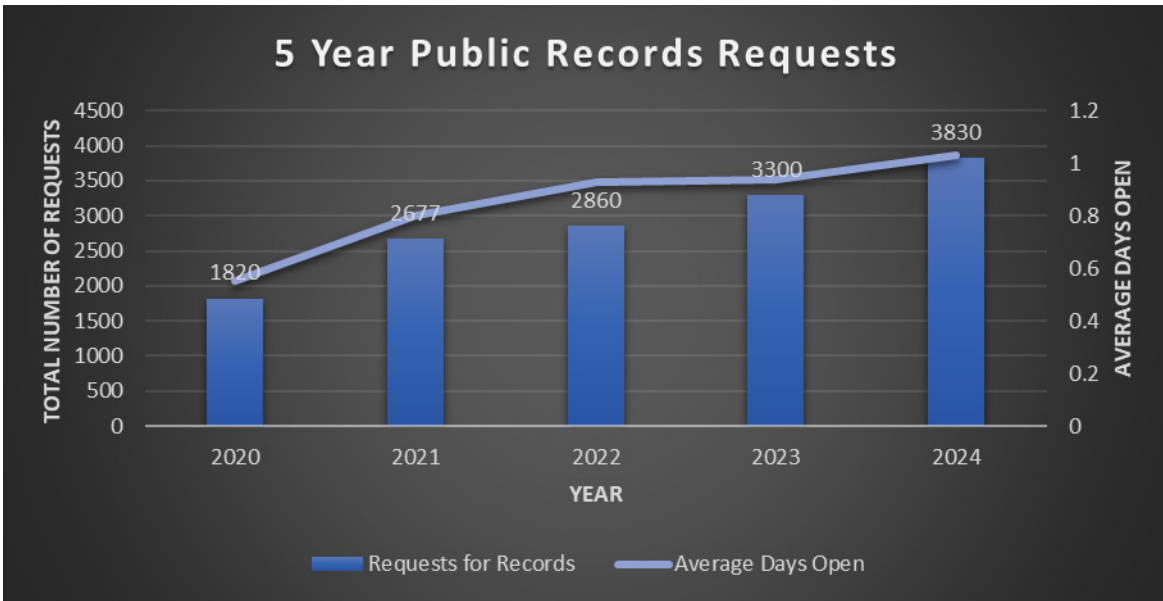
- Policy updates to strengthen quality assurance and quality improvement oversight.
- Evaluation and initial testing of new QA software to improve efficiency and effectiveness.
- Laying the groundwork for a structured, data-driven quality management process to enhance service delivery.

As this program takes shape, it will further NORCOM's commitment to operational excellence, continuous improvement, and accountability in service to the community.



2024 ANNUAL REPORT

PUBLIC RECORDS





Thank you for
providing us the
opportunity to serve